

EUROPEAN NEWS

Brussels defers decision on Japan car import quotas

By William Dawkins in Brussels

DIVISIONS IN the European Commission have forced it to defer until June 7 a long-awaited decision on whether to make it official policy to demand the end of national quotas on Japanese car imports.

It was to have debated the plan the main point in a wide-ranging policy paper for the car industry, at its weekly meeting yesterday, but senior officials pulled the plan off the agenda to give more time to iron out differences.

Industry officials in Brussels are pessimistic about the chances of a quick agreement. The paper is based on controversial proposals unveiled by Mr Martin Bangemann, the Internal Market and Industry Commissioner, at a meeting of Community Industry Ministers in Spain last month.

It calls for national import quotas to be phased out between 1990 and the end of 1992 and recommends that cars should not be subject to specific rules on local content.

Bilateral import curbs of varying degrees of legality are operated by France, Italy, Britain, Spain and Portugal. They represent two-thirds of EC car purchases and 60 per cent of Community car production.

Mr Bangemann's paper calls for adoption of a full set of mandatory Community technical standards to allow cars for the first time to obtain a single

type-approval for all 12 EC countries.

The document represents a marked change from the previous Commission's willingness to concede that the car industry deserved special protection in the run-up to the 1992 single market.

Sir Leon Brittan, the Competition Commissioner, Mr Frans Andriessen, in charge of External Affairs, and the Brussels executive's senior industry advisers all support Mr Bangemann's line.

But French and Italian Commission members are urging that a more cautious form of liberalisation, in line with the views of their own countries' car producers, should be adopted.

The heart of the debate is over the protectionists' wish to replace national quotas with a temporary EC-wide import restraint accord, Mr Bangemann and his liberal colleagues argue that a Community car import quota is unnecessary and could contravene the General Agreement on Tariffs and Trade.

The German Commissioner is prepared to compromise with some form of temporary monitoring of the flow of Japanese imports into the five countries now protected by quotas. But he is not prepared to apply any restrictions to the other seven national markets that are now open.

Lufthansa ticket move is unfair, alleges UK airline

By William Dawkins in Brussels

AIR EUROPE, the British airline owned by International Leisure Group, has alleged to the European Commission that Lufthansa, the West German carrier, is unfairly refusing to accept its tickets.

The Brussels authorities have the power to fine Lufthansa and to force it to recognise the British company's tickets if they find that Air Europe's claims are justified. They are expected to take several months to decide.

This is the first time that any small carrier has called on the Commission's help since an important ruling by the European Court of Justice last month technically outlawing nearly all price fixing accords in the air transport industry.

Air Europe alleges that Lufthansa cancelled a so-called interline agreement, under which its passengers could

exchange tickets for an equivalent journey on Lufthansa.

The British company accuses Lufthansa of acting out of pique, because its own fares were significantly lower than those charged by the West German airline on competing routes. They include the route between Air Europe's base in Gatwick and Munich.

Lufthansa's move has restricted Air Europe's ability to sell tickets for trips through several destinations that need to make use of a number of airlines. It means such tickets can no longer include any Lufthansa flights.

While the court judgment had no direct bearing on interline accords, big national carriers fear that unbridled price competition could make it harder for them to strike such agreements.

Former Imhausen head arrested in W Germany

By Haig Simonian in Frankfurt

THE FORMER chief executive of Imhausen-Chemie, the West German company implicated as a leading supplier to the chemical weapons plant allegedly under construction at Rabta in Libya, was arrested in Bochum yesterday.

The arrest of Mr Jürgen Hippenstiel-Imhausen, by members of the Federal Criminal Office was accompanied by searches of Imhausen's headquarters at Lahr in south Germany and at a subsidiary, Gesellschaft für Automation.

Mr Hippenstiel-Imhausen, who resigned from the company at the end of March, has been under investigation since mid-January for breaking West German export laws in connection with the Rabta plant. Earlier this year, large numbers of West German police and criminal investigation officials raided Imhausen-Chemie's headquarters and the offices of subsidiary companies, where they confiscated documents.

According to Mr Holger Preisendanz, head of the state prosecutor's office in Mannheim, Mr Hippenstiel-Imhausen is under suspicion of playing a "middleman's" role in the construction of the Rabta plant. Further reports suggest that other leading members of the company are also being investigated.

Yesterday's raid at Lahr involved some 20-25 officials from the Federal Criminal Office who looked through further documents. According to reports, the charges against Imhausen-Chemie now include possible tax evasion as well as infringements of export rules.

However, the main suspicion falls on Imhausen-Chemie's role in co-ordinating the Rabta project, for which it is claimed to have delivered essential parts and plans.

Mr Hippenstiel-Imhausen's arrest is likely to be seen as a welcome sign by the US Government of a toughening in West German attitudes to the Rabta affair following the sharp differences between Bonn and Washington at the beginning of the year. Commentators in the US accused the West Germans of failing to act sufficiently swiftly in pursuing the evidence over the Libyan chemicals plant.

Sweden squeezes credit in bid to cool down economy

By Robert Taylor in Stockholm

AUSTERITY measures were announced in Sweden yesterday involving a temporary compulsory savings scheme and a credit squeeze designed to cool down the overheated economy. But this amounts to a serious defeat for Mr Kjell-Olof Feldt, the Finance Minister, who has been forced to drop all his proposals announced three weeks ago in a mini-budget to raise indirect taxes and employers' insurance contributions.

Some observers believe it has raised a serious question mark over his future and brought into doubt the government's entire economic strategy. There are particular worries now that Mr Feldt will be unable to carry through his radical tax reform proposals announced last autumn, designed to shift the tax burden in Sweden away from individuals and increasingly onto services and capital.

The compulsory savings scheme to last for the next six months to the end of 1990 covers all Swedes as well as companies and public authorities. It will mean that they will have to pay 4 per cent of their

taxes from this September into a blocked savings account. The government believes this will take an estimated SKr1.7bn (£1.59bn) out of the economy and help dampen down demand. The plan is designed to hit the better off more than those on average or below average earnings. It means, for example, that someone earning SKr10,000 a month (about £960) will have to pay around SKr140 in savings, while a person earning SKr20,000 will pay SKr400 in savings.

The money raised as savings this year will be repaid in April 1992 and the money raised next year will be repaid in April 1993. The interest paid on the savings will be 6 per cent over the period that the scheme exists to the end of 1990 and thereafter the interest will be the same as the discount rate. It will not be taxed.

At the same time the Ministry of Finance announced a package of measures to make it more difficult for people to use credit. From 1 June, down payments on a purchase will have to amount to 60 per cent of the total cost of the goods bought, compared with a present pro-

portion of 40 per cent for most purchases and 50 per cent for cars. It also means that borrowers will be forced to pay at least 60 per cent of the amount owing on their credit cards at the end of each month.

The government would also like to see a much tighter control by the banks and finance companies in the provision of credit to their customers, suggesting that the present borrowing by households has turned into a "social problem". It proposes the establishment of a debt restructuring institute, under which banks and finance companies would take responsibility for the problems of household debt.

However, leading analysts in Stockholm were doubtful yesterday whether the package would do much to cool down the economy. PK Banken's chief economist, Mr Nils Lundgren, thought that the compulsory savings would take only SKr3.4bn out of the economy. Others agreed with him. "What is proposed will not do much to remedy the country's problems. It is much too little. The economy will stay overheated," said one observer.

Mitsotakis rules out Pasok link

By Andriana Ierodiakonou in Athens

THE LEADER of Greece's Conservative opposition, Mr Constantine Mitsotakis, has ruled out the possibility of a coalition between his New Democracy party and elements of the ruling Panhellenic Socialist movement (Pasok) after next month's general election.

An April nationwide poll appearing in the Greek press last week showed the Conservatives to be leading with 39 per cent of the vote. Pasok is running a poor second with 29 per cent, and 15 per cent of voters undecided.

Both the proportion of undecided voters and the system under which the election on June 18 is to be carried out leave some doubt as to whether the Conservatives will achieve a solid majority of seats in Greece's Parliament.

Securing an absolute majority depends not only on the percentage of votes won by the first party but also on the magnitude of the lead against the second party. The performance of the Communist coalition, which is running third in the polls with 14 per cent, will thus be crucial.

These considerations had led to speculation that the New Democracy might seek to pull together a workable majority of seats by forming a post-election coalition with moderate elements in Pasok.

But in an interview with German radio this week, Mr Mitsotakis reportedly ruled out this option. He was reported as saying that if balancing failed to yield a clear result, New Democracy would call for a new election.

The Pasok Government's popularity has been eroded in the past nine months, mainly as a result of the financial scandal involving the former banker and press baron Mr George Koskotas who had implicated a number of Socialist officials.

Other contributing factors have been the ill health of Mr Andreas Papandreu, the 70-year-old Prime Minister, and his much-publicised extra-marital affair with a younger woman.

Norwegian films find path to recognition

Karen Fossli in Oslo looks behind the scenes of an industry constrained by costs

NORWAY'S film industry, such as it is, is frustrated by the limitations posed by a domestic population of just 4.2m and government subsidies on which it has become hooked to survive.

It made its first significant international breakthrough with the 1987 release of the film *Pathfinder* (Veiviseren in Norwegian), which was nominated the following year for an Oscar by the American Film Academy for best foreign film. This success, however, by no means presaged a trend.

Before it was released domestically, *Pathfinder* was sold internationally to the London-based Carolo distribution company which has sold films all over the world.

Pathfinder's sound production was engineered by Britain's Pinewood Studios, but almost everything else about the film is totally ethnic; so much so, that it relied heavily on a cast of Norwegian lapps as the country's indigenous Indians, and was the first Norwegian feature film to be shot in the Lapp language.

Norway's film industry is overseen by the Ministry of Cultural and Scientific Affairs which administers annual government subsidies of about Nkr50m (£7.2m). The money is split between Norsk Film, the state-owned film maker established in 1932, which gets about Nkr20m, with the remainder to be fought over between the 12 largest production companies and myriad smaller ones.

The subsidy system was created to enable films to be produced in the Norwegian language as a form of cultural expression inspired by Norwegian life, reality and myths. According to Ms Kirsten Brynild, a senior executive and producer with the Norwegian Film Institute, the Norwegian film industry serves largely as a monument to the moral conscience of Norway's politicians.

Cinema in Norway has a stormy history, because of this moral conscience. The industry dates back to 1907 when the first feature film, *The Perils of a Fisherman*, was released by Hugo Hermansen. His death in 1908 left Norway with just one other film maker, Peter Lykke Seest, who concluded, after his sixth and final film, that "too much risk is involved in Norwegian film production to merit the interest of serious private or corporate investors."

That was in 1913, but it is an accurate description of the industry's current state of affairs.

After some limited success, Norwegian film-making did not really resume until after World War One, when it staged a fairly strong recovery.

By 1947, the Government support system for Norwegian films was established. However, film-making suffered in the 1960s when attendances fell after the advent of television.

Though Norwegian film-making today is by no means prolific it has become technically competent. The average cost of a Norwegian film production is between Nkr11m and Nkr12m, or about one-tenth of what it costs to produce a film in the US.

With a Government subsidy budget of just Nkr50m, only about four or five films - or up to 10 in a good year - are produced annually. This, according to Mr Harald Ohrvik, a film producer who recently left Norsk Film to become an independent contractor, is far too few and this limits the dynamism of the movement.

Operational costs for Norway are high, though Norwegian film-makers are not burdened with "star fees" or "star director fees," like in the US. Mr Ohrvik confessed that in Norway "you don't get rich by making films" though what is hoped for is a good showing at international film festivals.

This is promoted under an umbrella which markets "Scandinavian" films. To qualify for government subsidies equivalent to 55 per cent of the gross box-office receipts, each Norwegian film must have a duration of at least 75 minutes and must be produced in the Norwegian language, with Norwegian capital and with a "preponderance" of Norwegian technical personnel.

At the outset, these restrictions limit the scope of the audience which Norwegian film-makers could hope to attract, thereby limiting profits. So even if Norwegian film-makers focus on popular themes, such as spy intrigues, the possibility of achieving international success is limited and risks somewhat higher on the film-maker's innovation and creativity to produce a film with universal appeal.

This was not the case with *Orion's Belt*, an action spy film which achieved domestic suc-



Skills from Pathfinder

cess but which failed to win any international acclaim. Released in 1986, it ranks third in gross domestic ticket sales - it gleaned Nkr14.1m - though internationally it was simply rated as a "B-film" shot in Norwegian with no star attractions.

However, it marked the start of a trend in Norwegian spy films. A recent release, *Karachi*, produced by Mr Ohrvik, was recently favourably reviewed in *Variety*, the film-maker's bible.

Flaaklyppa Grand Prix is Norway's biggest puppet film, it was produced some 12 years ago - though there have been continuous re-releases - and has earned some Nkr40m.

Pathfinder, the second highest gross domestic ticket seller at Nkr17m is a simple story about a young Lapp boy taken prisoner by the northern Russian Tjutcha tribe, a fearful group of nomadic "badies," who force him to bear witness to the brutal slaughter of his family then lead them to their next conquest. The film is filled with suspense and has the added treat of Norway's breathtaking fjord and mountain scenery. The fact that it is filmed in the Lapp language adds to its exotic appeal.

Pathfinder however, did not win the Oscar for which it was nominated, the honour going to the Danish film *Babette's Feast*. *Pathfinder* was produced for the Norwegian film company Filmkameratene by Mr John Jacobsen, a modest, soft-spoken, yet biting cynic who has developed a keen insight into making a profitable business out of Norwegian film-making.

Babette's Feast won the Oscar because it was the best film, Mr Jacobsen believes. The key to *Pathfinder*'s success, admits Mr Jacobsen, is its simplicity. "We were criticised for this, but had we tried to add more depth, it simply would not have worked," he says.

The film had a budget of \$3m, which is cheap by current standards but expensive by Norwegian standards, and received Nkr9m in Government subsidies. One of Mr Jacobsen's Norwegian adversaries, Mr Ohrvik, describes *Pathfinder* as being a cowboy and Indian affair with good guys and bad guys, which could have been filmed anywhere. In his opinion this is precisely the key to the film's success - that it has a story line which fits any cultural bill therefore making it easy for any nationality to relate.

Though the Danish and Swedish film industries have enjoyed more success than their Norwegian cousin, Sweden's is almost solely attributed to one man, Ingmar Bergman, while Danish success is newly-found. The Norwegian film industry, has remained domestically land-locked by the structure of the Government support system which, on the face of it, appears quite generous, though it is spread thinly.

Currently there is fierce debate over the subsidy scheme and the efficiency of its administration. There is a split over those who favour it - Mr Jacobsen does - and those, like Ms Brynild, who would prefer direct payment schemes.

"There is little money available to us through limited subsidies on which we have come to depend. Our production costs are high which means there are limits to what private investors are willing to contribute, because if you have a high degree of private investment in a project you have to be damn sure investment is going to be recouped, something which we can't always guarantee," admits Mr Ohrvik.

Fighting erupts in Nagorno-Karabakh

By Bruce Clark in Moscow

STRIKES AND intercommunal fighting have broken out again in the Soviet transcaucasian enclave of Nagorno-Karabakh, despite the imposition there in January of direct rule from Moscow.

The official Tass news agency said the deployment of police and Interior Ministry troops had been stepped up, and a journalist in Stepanakert, the region's capital, told the Reuters news agency the city was "full of troops and tanks."

Other contributing factors have been the ill health of Mr Andreas Papandreu, the 70-year-old Prime Minister, and his much-publicised extra-marital affair with a younger woman.

Plan to launch Hindi satellite TV channel

By Raymond Snoddy

A GROUP of British businessmen is planning to launch a satellite television channel in Hindi aimed at the more than 1m homes across Western Europe of people of Asian origin.

The man behind Hindisat TV, the company formed to launch the channel, is Mr Hasmukh Pravinchandra Patel, an engineer, who has been involved in providing satellite links for international cricket matches.

Mr Patel and his business partners believe they can raise the £1.5m needed to launch the service on the Intelsat satellite this autumn. The channel, Akashvani, would provide a wide range of programmes from news and soap operas to concerts and films.

The company estimates there are approximately 750,000 Asian households in the UK and a further 250,000 in Continental Europe. "Hindi is understood by almost all Asians in the West irrespective of their country of origin," Mr Patel says.

He is already distributing brochures about the planned subscription service and says the response has been good.

Satellites are particularly appropriate for reaching scattered communities and ethnic minorities would have a strong incentive to pay extra for television channels tailored specifically for them. An Asian film channel, Indra Dhanush,

EC set for battle over cleaner cars

By Tim Dickson in Brussels

THE EUROPEAN Commission last night set the stage for a possible battle over exhaust standards at next month's meeting of environment ministers on June 8.

In a move foreshadowed last month, when the European Parliament voted overwhelmingly for a quick change to higher "US-style" emission standards for the Community, the Commission is now toughening a proposal for "cleaner" cars which already has the provisional agreement of member states.

Officials were pointing out last night that the car industry seemed to accept the inevitable. Ministers would hardly wish to court bad publicity on the environment just ahead of the European poll.

The new proposals from the Commission involve a two-step approach so that the obligatory standards agreed last November - namely 30g per test for carbon monoxide and 8g for a combination of nitrogen oxide and hydrocarbons - small cars, would have to be introduced by 1 January 1991 for new models. For old models, the standards to be met by 1 October 1991 would be 36g per test for carbon monoxide and 10g for hydrocarbons and nitrogen oxide.

The second stage would involve obligatory norms of 19g and 9g respectively.

France's penal Code Napoléon meets its Waterloo at last

WHILE THE rival vested interests in Britain tussle over reform of the legal professions, the French are setting about an equally Herculean task: the complete re-writing of the penal code, the so-called Code Napoléon.

The Senate this week started debating the first folio of the new code, which lays down the general principles of the penal regime. The next three folios, covering crimes against the person, against property, and against the state, will follow in measured order. The complete project will probably run to 12 folios, and is unlikely to be complete before the European Single Market in 1992.

In terms of scale, this is a project which stands comparison with President François Mitterrand's massive architectural undertakings: the controversial glass pyramids in the Cour Napoléon of the Louvre,

Ian Davidson reports from Paris on reform of a legal system which has proved highly resistant to change since it was first drafted in 1810

Monarchy reduced the severity of punishments, and abolished branding and other forms of judicial torture; the new constitution of 1848 abolished the death penalty for political offences. After the First World War, however, it was clear that much more was needed, and a completely revised code was put before Parliament in 1934; but it had not been adopted by the time France fell in 1940, and it fell by the wayside.

The latest attempt to revise the code has a long history, going back 15 years, to the revision committee set up under President Giscard d'Estaing in 1974. But penal reform

did not really get under way until the Socialists came to power, with the election of President Mitterrand in 1981, and the appointment of Mr Robert Badinter as Justice Minister.

One of the first acts of the new Socialist Government in 1981 was the abolition of the death penalty, followed shortly by the abolition of the special Court of State Security and the repeal of some of the punitive legislation passed by the previous Conservative Government.

A first draft of the revised penal code was tabled in early 1986. But when the Gaullists returned to power later that

year, the draft legislation and the revision committee were put to sleep. Only now, with the re-election of President Mitterrand and the return of a Socialist Government, has the revision of the Code Napoléon once again become a live proposition. The guiding ethical principle of the new draft is to underscore the value placed by society on the importance of the revision of the Code Napoléon. On the one hand it marks a shift of priority towards the protection of the person, compared with the protection of property; on the other, it sets out to make the punishment fit, not the crime, but the offender.

One general trend in the code is to shift away from rigid prison sentencing policies. The existing code sets minimum and maximum sentences for specific offences, but the revised code only sets maximum prison terms, and it extends the range of non-custo-

dial punishments, such as community service. Moreover, as a discouragement to short prison sentences, it requires judges to give reasons for any sentence of less than four months.

One change of potential interest to Paris drivers, most of whom seem to regard a red light as an injunction to accelerate, is the de-criminalisation of traffic offences. At present a traffic contravention can carry a penalty of a month in prison. That danger will be removed in the new code, according to the definition of the Justice Ministry, a crime is an attack on the values of society, whereas a contravention is only a "simple lack of discipline in social life".

The new code does contain more radical innovations, however. In a provision aimed at organised crime, the instigator of a crime can be punished, even if the person he instigated failed to carry it out. Unions will also become vulnerable to

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AMERICAN NEWS

Alaskan oil producers stripped of tax breaks

By James Suchan
In New York

THE BIG companies that produce oil from the Alaskan Arctic face a sharp increase in their tax bills after the state legislature this week stripped them of important tax exemptions on the state's two biggest fields.

The new measures, which could cost the industry nearly \$200m a year, show a startling deterioration in the companies' once formidable political standing in the state since the Valdez oil spill in March.

The industry warned yesterday that the new tax measures could shut down some high-cost oil production and lead to job losses. But oil company executives complain privately that they are powerless amid public criticism at Exxon's handling of the tanker accident in Prince William Sound in March and its clean-up attempts.

Exxon itself, which is a second-tier company in Alaska, yesterday responded to intense federal government and state pressure to increase the resources it has deployed to clean the sound.

The company, which says it has already spent \$55m, said it would increase to 5,000 the numbers employed in the operation. This compares with the 3,400 proposed in its clean-up plan - described by an Alaskan official as "probably the biggest piece of American maritime fiction since Moby Dick".

British Petroleum, by far the largest producer of crude from Alaska's North Slope, said yesterday it would "take another look at our spending plans for projects up there." BP owns 51 per cent of the giant Prudhoe Bay oil field.

Atlantic Richfield, the West Coast company which operates the Kuparuk field, attacked the new tax measures as "an emotional response" to an accident.

The new law changes the so-called Economic Limit Factor for the two fields. The limit factor, which was enacted in 1981, is designed to maintain marginal production by such measures as reducing tax rates as fields mature. Prudhoe Bay began producing in 1977 and Kuparuk in 1981.

Bush to call for conference on global warming

By Peter Riddell, US Editor in Washington

PRESIDENT George Bush is to propose an international conference on global warming and related environmental issues when he meets leaders of other industrialised countries at the summit in Paris in July.

Mr Bush committed himself to such a meeting during discussions here with Mr Rind, Lubbers, the Dutch Prime Minister. It looks likely that the conference, also covering industrial chemicals and acid rain, will not be until next year and will involve a gathering of experts. It has not yet been decided whether heads of government will be invited.

The administration is divided on how to tackle the global warming question, and has been accused of dithering and inertia.

Mr Bush has resisted proposals from the State Department and the Environmental Protection Agency for an international convention to deal with the problem. They have argued that the US should take the lead in seeking international action to reduce global warming, in particular to counter the build-up of carbon dioxide in the atmosphere. This would be similar to the process which led to an international protocol to reduce the use of chlorofluorocarbons.

A bipartisan group of senators has urged the president to change the US line at the current intergovernmental discussions in Geneva.

Senator John Chafee, a prominent Republican on the issue, has written separately to Mr Bush saying the convention proposals could "bolster your reputation as an environmental president."

The White House has said the president believes there is insufficient scientific data on which to base rational policy decisions on the issue.

This reflects the views of the White House science adviser's office, the Energy and Agriculture Departments and the Office of Management and Budget, all of which have argued that more needs to be learnt about the implications of a global convention or treaty for the domestic US economy.

An embarrassing illustration of these divisions came earlier this week when the Office of Management and Budget altered the written Congressional testimony on the greenhouse effect of Mr James Hansen, director of the Goddard Institute of Space Studies, a Government establishment. This weakened his conclusion that enough is known about the phenomenon to justify immediate action.

The White House has defended the editing as an effort to avoid the appearance of policy disagreements but the effect has been the reverse with highly publicised congressional criticism of the decision.

Big insurer stops new California business

By Louise Kehoe in San Francisco

AETNA Life and Casualty, a major US insurance group, has stopped writing new property and casualty insurance policies in California in the wake of the state's Supreme Court decision ratifying most aspects of Proposition 103, the "insurance revolt" measure passed by California voters last November.

Aetna is believed to be the only major insurer to limit its business in California since last week's ruling. Other major insurers are continuing to write new policies while awaiting the outcome of appeals to the state insurance commissioner. Aetna has filed an appeal to maintain its current rates.

The company said its action was not intended to challenge Proposition 103 or to put pressure upon the state insurance commissioner. Aetna has filed an appeal to maintain its current rates.

Aetna is the ninth largest provider of property and casualty insurance in California with annual premiums of \$600m a year, or 2.5 per cent of the market. The company is a major provider of commercial liability insurance, which is essential to businesses operating in California.

Aetna said yesterday it would maintain its moratorium on new business "until some of the issues that were not resolved by the court are resolved by the California Insurance Department."

In its ruling last week the court said that Proposition 103's 20 per cent rate cuts were constitutional, rejecting an insurance industry challenge. The justices said, however, that the cuts could be imposed only if they allowed insurance companies to earn a "fair return". The ruling left Insurance Commissioner Roxani Gillespie with sweeping power to impose or deny the rate cuts.

Aetna said that uncertainties about how the insurance commissioner would interpret the ruling, what rates were allowed and what factors could be considered in pricing insurance made it impossible for the company to quantify what risks it was assuming.

US seeks to divide Panama army

Bush wants to detach Noriega from his power base, says Tim Coone

IF THE opposition in Panama is unhappy with the blatant attempted fraud of last Sunday's elections, so are the Panamanian Defence Forces (PDF).

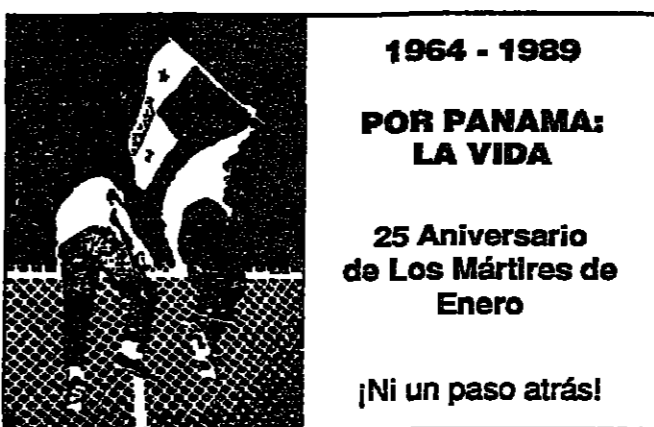
As the strongest institution in Panama and thus the ultimate arbiter of power, the PDF has a key role to play in any resolution of the post-electoral crisis. Their unhappiness stems from the fact that the PDF's commander-in-chief General Manuel Antonio Noriega is seen as the problem.

Instead of legitimising his position as the real power behind civilian rule in Panama, Sunday's electoral fiasco has instead brought international opprobrium crashing down on his head, which in turn reflects upon the PDF. The imminent abandonment of Panama by Latin American leaders is particularly damaging for the image of the PDF.

Thus the position the officer corps adopts in the coming days will be crucial.

Until the signing of the 1977 Panama Canal Treaty, the PDF was primarily a para-military police force, responsible for law and order and with only a minor role in national defence. The primary role has been played by the troops of US Southern Command (Southcom) based in Panama. However, under the treaty, the PDF must in 1989 assume responsibility for the defence of the canal when the US withdraws.

As long as the PDF can be seen to be capable of fulfilling that role and of guaranteeing the canal's neutrality, there is little likelihood that there will be any serious pressure in the US for a revocation of the Treaty before 1989, despite General



An earlier conflict: Panama is commemorating the 25th anniversary of an incident when students attempted to raise the Panamanian flag over the canal zone. US troops shot dead 23, reviving nationalist fervour.

THE PANAMANIAN DEFENCE FORCE
(US Southern Command forces in brackets)

TOTAL:	7,800 (12,900)
ARMY:	6,000 (10,200)
NAVY:	3 battalions including Special Forces unit 900 (450)
AIR FORCE:	6 inshore patrol vessels, 4 landing craft and one transport 400 (2,250)
	No combat aircraft or armed helicopters; 1 reconnaissance squadron, 1 Search and Rescue Squadron.

SOURCE: USA

Noriega's claims that this is the US intention. By creating political instability and polarising the PDF, Gen Noriega is creating the very threat he claims to be defending Panama against. Several US Congressmen in the delegation to Panama want action to revoke certain articles of the 1977 Treaty.

As the PDF grows in strength from 16,000 men to more than 20,000 as it assumes responsibility for canal

1964 - 1989

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clinging to power is a threat to the entire institution.

The secretive nature of the PDF, and the ability of Gen Noriega to snuff out any whiff of rebellion (he was PDF intelligence chief for 11 years) makes it difficult to assess the possibility of a coup. Diplomats say a coup is unlikely.

External military and diplomatic pressure and conciliatory gestures by the political opposition seem intended to divide the PDF from its commander-in-chief. The past two years of crisis with the US have shown that Gen Noriega is adept at brinkmanship.

If the military bluff is called, Gen Noriega will consolidate himself in power and gain prestige among nationalists.

General Fred Woerner, the head of US Southern Command, who would command any US invasion of Panama, advocates judicious use of military force, and will be the first to urge caution with his political and military superiors in Washington. However, in a speech to the House Appropriations Committee in February 1988 he said: "Democratisation in Latin America secures our southern flank and is the best defence against totalitarian inroads in (the) hemisphere. Dictatorship, civilian or military, provides fertile ground for Marxist-Leninist revolutionaries by weakening civilian leadership and in many cases, corrupting the very guardian of security - a nation's armed forces".

After this week's events in Panama, if General Woerner has met any leaders of the PDF he has most likely repeated that statement with more than usual emphasis.

Mexico maintains tight squeeze on inflation rate

MEXICO'S inflation rate during April was 1.5 per cent, the lowest monthly figure since November 1979, AP reports from Mexico City.

The Banco de Mexico said prices were 19.2 per cent higher than in April 1988.

The Government froze wages, prices and the peso exchange rate in February last year to try to curb inflation that had reached 153 per cent in 1987.

under control, workers whose wages have lagged behind price rises have gone on strike recently. In the past few weeks, teachers and bus drivers have walked off the job demanding higher pay.

The Government, after announcing the release of more than 400 political prisoners in February, is preparing to free nearly 1,000 others. Notimex, the government news agency, said another 989 would be freed, but did not say when.

Empty debate by Argentine poll rivals

By Gary Mead in Buenos Aires

ARGENTINA'S presidential election campaign took a bizarre turn late on Tuesday evening as Mr Eduardo Angeloz, candidate for the governing Radical party, staged a television debate between himself and an empty lectern, left vacant by Mr Carlos Menem of the Peronist party.

The broadcast followed a day of speculation as to whether Mr Menem would join battle with Mr Angeloz on Argenti-

na's most well-known current affairs programme, "Tiempo Nuevo". In the event Mr Menem stayed away and addressed 100,000 people in a suburb of Buenos Aires.

Mr Angeloz later spoke before a good-humoured audience of up to 150,000 Radical supporters in the centre of Buenos Aires, where he continued the TV debate by posing questions to the absent Mr Menem. During the programme

Mr Angeloz was cross-questioned by "Tiempo Nuevo" journalists and he suggested that Mr Menem's refusal to accept a challenge to debate on television indicated an "authoritarian attitude".

However, Mr Angeloz had earlier himself refused to engage in televised debate (on the same programme) with Mr Alvaro Alsogaray, who as presidential candidate for the Centre Democratic Union is third

in the opinion polls and may capture 10 per cent of the vote.

The Radical party rally marked the close of Mr Angeloz's campaign. Unusually, the opposition Peronists have chosen not to stage a final rally in Buenos Aires. Some suggest that Mr Menem's team are anxious to avoid any chance of street unrest close to Sunday's election, particularly when the Peronist candidate is topping the polls.

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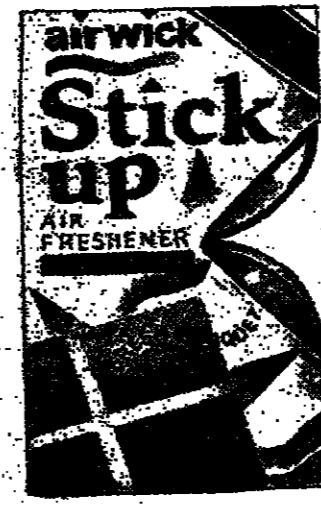
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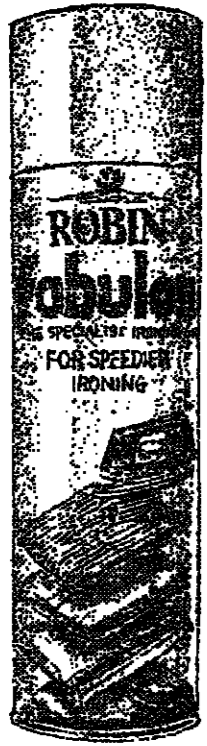
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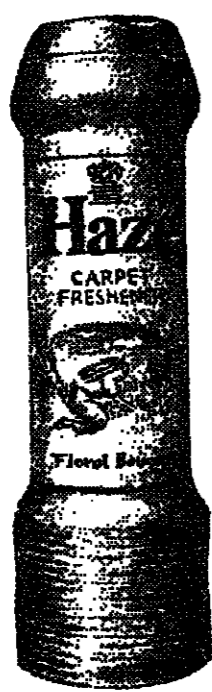
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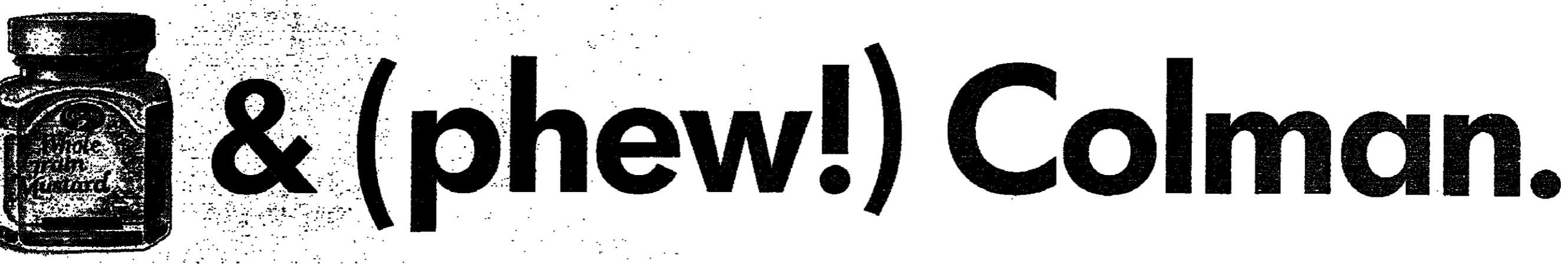
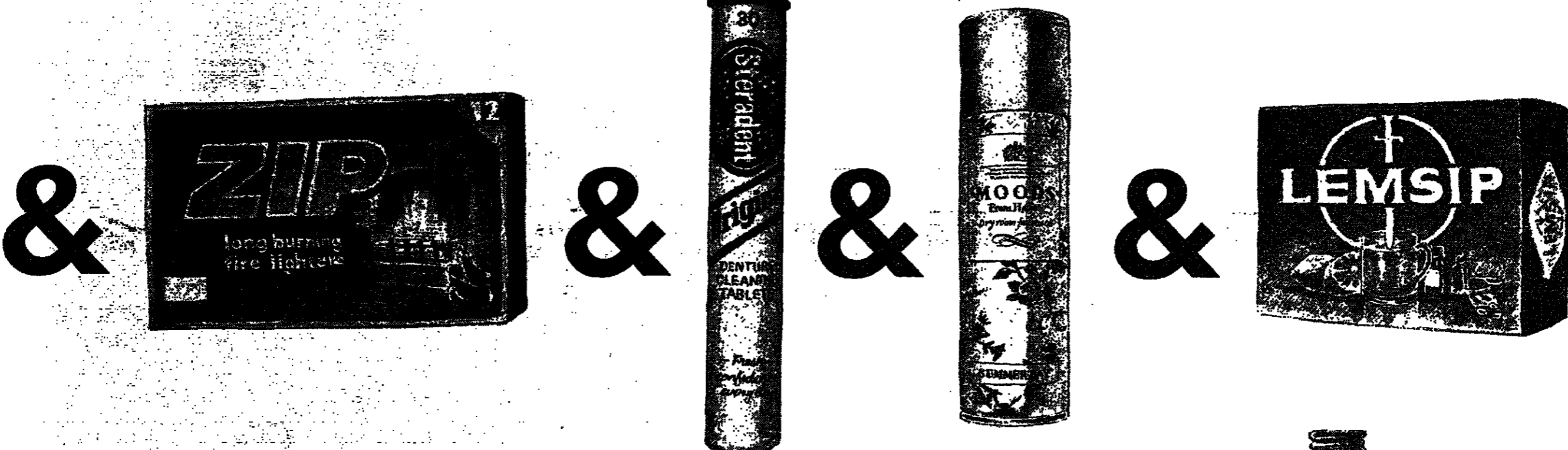
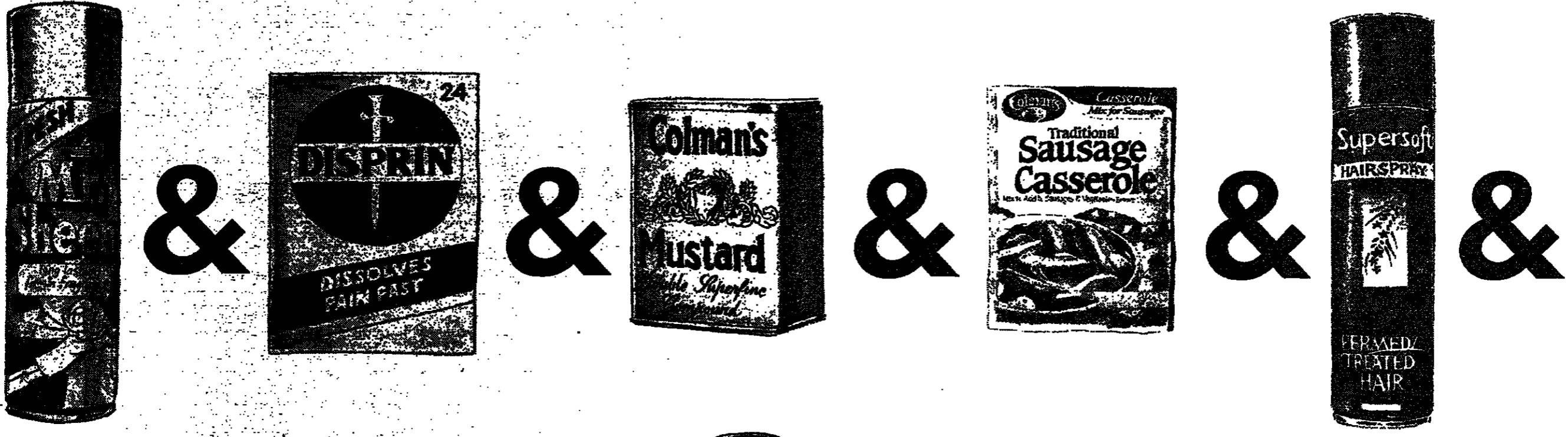
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OVERSEAS NEWS

Peking students plan march to greet Gorbachev

By Peter Ellingsen in Peking

ABOUT 5,000 Peking students, carrying protest banners and wearing T-shirts urging press freedom, marched on China's Communist Party headquarters...

According to Yu Fang Xin, leader of the independent students' union at Peking's Institute of Technology, students would march on Tiananmen Square when Mr Gorbachev arrives for a summit meeting with Deng Xiaoping...

Yu, 21, an electrical engineering student from Shandong, south of Peking, predicted a rally bigger than the 100,000-strong march of last week. He said the protests would continue as long as officials refused to negotiate directly with the independent students' union.

Yesterday's demonstration, the largest for a week, was in support of a petition by 1,000 journalists for an independent press.

Japan pressing US to explain H-bomb incident

By Robert Thomson in Tokyo

JAPAN has asked the US Government for full details of a 1983 incident in which a one-megaton hydrogen bomb was launched from the sea near the island of Okinawa...

The bomb was aboard an attack aircraft that rolled off the US aircraft carrier 'Iconocleros' en route from Vietnam to the Japanese port of Yokosuka...

While nuclear weapons are prohibited from Japan, the government believes that Washington would seek permission if there were plans to dock a nuclear-armed vessel in a Japanese port.

Hong Kong runs record budget surplus in 1988

By John Elliott in Hong Kong

HONG KONG last year ran up a record budget surplus of HK\$15.7bn (\$1.2bn), which is HK\$1.5bn higher than end-of-year government estimates issued early in March...

The figure was announced with some embarrassment yesterday by Mr Piers Jacobs, Hong Kong's Financial Secretary, who has come under attack recently in the Legislative Council...



Piers Jacobs: embarrassed

In his annual budget on March 2, Mr Jacobs made some increases in spending on social services and infrastructure projects and introduced half a percentage point taxation cuts...

Egypt witnesses a militant response to the Islamic tendency

The country's Moslem movement has had its setbacks but may not have 'peaked', Tony Walker reports from Cairo

UNDER a hot Egyptian sun in the overcrowded Cairo suburb of Shoubra the other day about 200 demonstrators demanded the release from jail of Sheikh Omar Abdel Rahman...

The event, while not particularly significant in itself, protests by members of the Islamic tendency are fairly common - drew further attention to an intensified 'war of attrition' between Islamic militants and the authorities.

Since serious disturbances in the Ain Shams district of Cairo last December led to the slaying of a police officer, the Government has arrested 2,000 alleged Moslem extremists in one of its biggest and most protracted sweeps against religious activists demanding the Islamisation of Egyptian society.

Major General Zaki Badr, the Interior Minister and man behind the 'war' against the Islamic tendency, vowed recently to 'arrest any citizen who may try to foment trouble in the country'.

Mr Badr is widely accused of excessive zeal in his vendetta against the religious right and there are fears that his heavy-handed

approach may prove counter-productive. Miss Neimat Guemena, a sociologist and expert on the Islamic tendency, believes the Government is 'not dealing intelligently' with the issue.

Miss Guemena puts her finger on the central dilemma for President Hosni Mubarak and his police chief: that is, how much force should be applied to a tendency that is both elusive and threatening?

The latest government crackdown appears to have been a response to fears that the nature of Islamic protest may be evolving once again into a more violent form...

Major General Zaki Badr, the Interior Minister and man behind the 'war' against the Islamic tendency, vowed recently to 'arrest any citizen who may try to foment trouble in the country'.

Colombo faces a painful battle on another front

In the first of two articles on Sri Lanka, David Housego looks at the country's ailing economy

WITH a mission from the International Monetary Fund arriving in Colombo this weekend, President Ranasinghe Premadasa's four-month-old administration, which came to power on the promise of raising living standards, finds itself face-to-face with the prospect of imposing austerity measures.

Continuing terrorist conflicts in the north and south of the country, strikes and shutdowns imposed by Sinhalese and Tamil extremists, vote-catching spending in both the recent presidential and general elections - all have taken their toll on the economy.

Inflation, which had risen to 15 per cent at the end of last year has probably passed 20 per cent and is still climbing. The budget deficit which should have come down to 10 per cent of gross domestic product this year under the existing structural adjustment programme agreed with the IMF, surged last year to 15 per cent and will reach 12-14 per cent this year on the basis of budget estimates.

Monetary growth was still a high 22 per cent on an annual basis at the end of March though down on the 29 per cent at the end of last year.

Most indicative of the government's lack of space for manoeuvre is that with the current account deficit still rising (an expected 9 per cent of GDP this year) and Sri Lanka's high debt service ratio virtually barring it from further

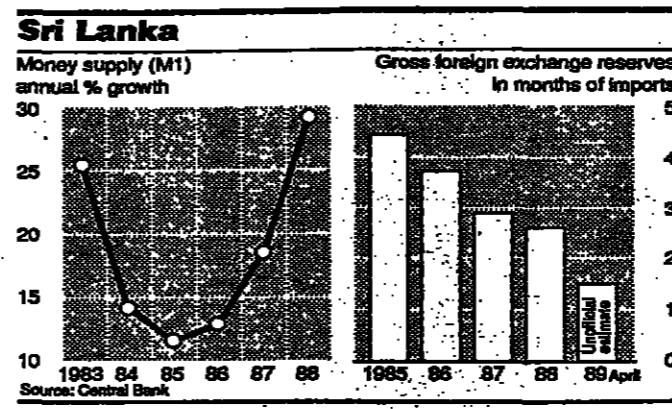
commercial borrowing, the foreign exchange reserves have dipped to a low for the decade of the equivalent of six weeks imports - maybe less.

Decisions on economic policy have so far left observers confused as to the government's intentions.

"I don't see any direction at all," says one western diplomat. President Premadasa seems to have been fed optimistic accounts of the state of the economy by Mr H.N.S. Karunatilake, his recently appointed central bank governor. Mr Karunatilake got the job after publicly saying last year that the President's proposed poverty alleviation programme, promising Rs2,500 for the poorest 1.4m families, could be easily financed.

Interest rates which had been raised to absorb inflation were abruptly reduced before recently resuming their upward trend. The currency which was depreciating at the beginning, was briefly revalued before resuming a downward slide. Price controls were imposed on pharmaceuticals - though the President's real instincts appear to be market-oriented.

Against this background economic growth has remained low, particularly by comparison with the rapid expansion that followed the initial opening up of the economy in the late 1970s. Real GDP has risen at only 2.8 per cent over the last two turbulent years. Unemployment, which is at the root of the frustrations that



have allowed the extremist Sinhalese JVP movement to build up its strength, is around 18 per cent.

The bright spot in the economy, demonstrating Sri Lanka's potential if ever it can get back on the rails, has been export-oriented manufacturing and services. Aiken Special, a large, diversified, local group with interests in shipping, garments, container traffic and tourism says it had record profits last year in spite of their hotels being closed down in the peak winter holiday period.

A new Taiwanese-Sri Lankan joint venture exported \$3m of garments in its first year last year and is expecting a \$10m turnover this year while also constructing a factory to make sweaters. Substantial Japanese investment is waiting to pour in but is deterred by economic and political uncertainties.

R. Paskaralingam, the new Treasury Secretary, when he was in Washington recently that the case for a stabilisation package remained unchanged. On Monday he presided over the first meeting of senior officials to prepare the ground for the IMF visit. The negotiations are likely to be further advanced. The most sensitive point for Mr Premadasa's government is an expected demand by the IMF for a substantial and immediate devaluation.

Because of government determination to hold down inflation last year, the currency was allowed to appreciate by 5 per cent in real terms (as adjusted for inflation and measured against that of Sri Lanka's main trading partners).

This year's depreciation in nominal terms has not begun to make good the loss of competitiveness caused by Sri Lanka's soaring inflation rate. A substantial devaluation (10-20 per cent) would boost export earnings, but the immediate rub for the government is that it would further exacerbate inflation - with the risk of unrest spreading from students to industrial workers and public employees.

To contain the inflationary consequences the Fund is expected to insist on tight fiscal and monetary policies - possibly a budget deficit limited to 10 per cent of GDP and a target for monetary growth of 10-15 per cent. This would require bringing down government expenditure as a proportion of GDP from 34 per cent to about 28 per cent and sharply raising interest rates. Mr Premadasa's priority is to save his Jana Seyva poverty alleviation programme which accounted for an additional 10 per cent of expenditure in the budget, from being further squeezed. The programme is seen by officials as cushioning the poor against the impact of austerity policies while providing the jobs that could help limit the JVP's appeal.

The programme has already been criticised by the 1.4m families that the President spoke of in his campaign speeches to 300,000 mentioned in the budget. It was to have been introduced in April but the timetable has now slipped to July. Observers in Colombo who initially treated it as a gimmick increasingly take it seriously as a way of stemming the unrest in the villages on which the JVP has flourished.

The Fund believes that one way of achieving cuts in government expenditure is to spend less on bulky, capital-intensive projects. Like the Mahaveli irrigation scheme, and to reduce the size of Sri Lanka's mammoth public sector. It is thus expected to press for extensive privatisation.

Austerity policies are never popular. President Premadasa's government can be expected to put up a tough fight over the deficit. But the dwindling foreign exchange reserves leave the country little choice but to accept the policy changes that the Fund will propose.

Thatcher backs Nigerian reforms

MRS Margaret Thatcher, UK Prime Minister, reaffirmed Britain's support for Nigeria's 'courageous' economic recovery programme in talks yesterday with President Ibrahim Babangida, who is in London on a three-day state visit.

The 50 minute meeting, followed by lunch at Downing Street, was described by British officials as 'entirely warm and friendly'. President Babangida outlined his government's plans for a phased return to civilian rule by 1992.



President and Mrs Babangida pictured yesterday with Mrs Thatcher at 10, Downing Street. Picture by Tony Andrews

China's conservatives find ally in inflation

There is a danger that state controls may be reimposed, writes Stefan Wagstyl

CHINA'S leaders claim they are winning the toughest challenge they have faced since China started on the long road of economic reform a decade ago.

But foreign observers are deeply concerned that prices cannot be brought under control without further sharp deflationary shocks. They worry that the ruling Communist Party may be forced to reimpose controls which have been eased in the 1980s.

The party's leaders have publicly reiterated their commitment to reform many times in the last few months, most recently during the current wave of student protests. But there is a real danger of a surge in inflation will weaken the reformist camp within the party - and boost the position of conservatives, who argue that economic liberalisation has gone too far already.

Senior Chinese officials do not underestimate the danger. Last week, Mrs Qin Qiang, deputy governor of the Bank of China, told the annual meeting of the Asian Development Bank that 'the glaring problem confronting the nation now is high inflation'. Last year, the speed of increase of consumer prices rose from an annual rate 10.8 per cent in the first quarter to 26 per cent in the fourth. It is still rising.

Anecdotal evidence suggests the figures are still higher in Peking and for the coastal provinces, which have been expanding most rapidly. A Chinese economic journalist said last week that privately-owned textile companies in Shanghai were paying for domestic supplies in precious foreign currency to ensure deliveries. 'Shanghai's economy is exploding,' he said.

The root cause of inflation has been the competition for resources between different state-owned corporations, which have been granted increasing economic independence, as well as growing numbers of privately-owned businesses and joint ventures. Businesses in the coastal regions, keen to expand exports, have been investing rapidly, sucking in resources from the inland provinces. This has been exacerbated by the flood of foreign investment pouring into the seaboard areas, especially Guangdong.

Demand for resources for investment has been matched by a surge in personal consumption. About 24m Chinese bought television sets last year, 10m acquired tape recorders. There are widespread reports of hoarding by both

provincial governments were expected to follow suit. Li Guixian, the central bank governor, told a press conference last week that there were signs that the policies were succeeding in slowing down the economy. Industrial production in the first quarter of 1988 rose by only 10.4 per cent on an annualised basis against 20.7 per cent for last year.

Mrs Qin said at the ADB meeting that the necessary improvements and changes would be put into effect over this year and next.

However, foreign economists think it might take longer than that. NRI & NCC, the research arm of Nomura Securities, forecasts that the Chinese growth rate will slow from 12.3 per cent in 1988 to 8.4 per cent this year - enough to bring the inflation rate down from 19.5 per cent to 18 per cent.

Mr Teizo Taya, senior economist at Daiwa Research Institute, an affiliate of Daiwa Securities and a former member of an International Monetary Fund delegation to China, said 'The only way is to restrict the money supply. They can't do it overnight. But I see little sign of it happening yet.'

The problem is that while limiting money supply growth may well dampen the inflation rate it will do nothing to solve the severe structural imbalances in the Chinese economy. These stem from the yawning gaps between the development of different parts of China.

The Government's plans for solving these imbalances include giving preferential access to capital and other resources to basic industries as well as stepping up economic monitoring to ensure resources are distributed according to its programme. The difficulty is that this strategy might easily lead to an increase of state control on liberalised areas of the economy.

Chinese supporters of economic reform will be hoping economic retrenchment does not take China off the road it has followed this decade. Liberalisation has after all generated great gains, with real economic growth averaging 9.3 per cent a year in the 1980s against 5.8 per cent in the 1970s.

Foreign businessmen will feel the same way. The Bank of Japan said in a report published last month: 'The facts show that economic relationships between China and Pacific-basin economies have become increasingly interwoven... therefore stable growth of the Chinese economy is important not only for China herself but also for the world economy.'

After trying to control prices with restraints on bank borrowings and state-led investment, the authorities launched a full-scale assault on inflation last autumn. The key weapons have been increases in interest rates for borrowers which were raised from 8 to 9 per cent in September and again to 11.3 per cent in February. State-run corporations were ordered to limit investment programmes.

The Moslem Brotherhood made little attempt to forswear a connection with these dubious finance companies and indeed sought to bank in some of the early reflected success. Belated government pressure on the unregulated investment sector has proved a temporary antidote to the exaggerated expectations of the Islamic tendency which was laying siege to state institutions by demanding parallel financial, health, education and social welfare structures.

'If you strike at the profit side, you strike at the non-profit side as well,' observed Mr Guemena, who believes the Moslem mainstream overplayed its hand in the past two years and invited government retaliation.

Masamoun Hodeibi, the Ithwan (Moslem Brotherhood) leader in Egypt's People's Assembly, predictably disputed claims that for now the Islamic trend had peaked and that the collapse of the Islamic investment sector represented a serious setback. He said that the continuing success of Islamic candidates in elections for professional associations such as doctors and engineers synd-

icates was evidence of this. A Western expert who has studied the Islamic trend in Egypt for many years believes it is a 'bit premature to say the steam has gone out of the Islamic movement, but it has certainly lost some of its appeal'.

However, in the absence of a serious secular alternative - non-Islamic political organisations of the centre and left are in almost total disarray - for the ruling National Democratic Party it is the broad Islamic opposition that continues to provide a focus for discontent. She provides a focus for discontent rather than diminishing under the burden of an unmanageable \$43bn (25bn) foreign debt and an almost insatiable demand for food imports to feed a population of 56m that is increasing by 1m every seven months.

'Among opposition groups,' said Miss Guemena 'only the Islamic alternative is credible. There is no viable secular alternative'. She believes that if the Ithwan is 'intelligent' and 'patient' and does not overreach itself, it will once again regain the momentum that it appears to have lost in the past year. This is not necessarily a comforting observation for the authorities.

UN agency defers PLO debate

By William Dulforce in Geneva

THE ASSEMBLY of the World Health Organisation yesterday deferred until tomorrow its consideration of the Palestine Liberation Organisation's application for membership, despite strong Arab opposition to the delay.

The decision set the stage for 48 hours of intensive lobbying of hesitant Third World delegations by the Palestinians' backers and by those mainly western countries which argue that the WHO would be wrecked by the admission of Palestine.

Washington has said it would cut off its 25 per cent contribution to the agency's budget if the PLO was elected. The US argues that the PLO does not qualify as a state.

The WHO assembly yesterday voted by a majority of 56 against 47 with 20 abstentions for an Austrian and Canadian proposal that delegations be given time to consult with governments on the two resolutions submitted to the assembly. One presented by the Arab League countries calls for the admission forthwith of the 'state of Palestine'.

The member group of Pacific and European countries with one African, asks the WHO director-general to study the implications of the Palestinian application for the agency's work and to report on the outcome to next year's assembly.

Iran go-ahead on borrowing

IRAN'S supreme leader, Ayatollah Ruhollah Khomeini, has given the go-ahead for foreign borrowing to finance major projects such as steel and energy, Iranian newspapers reported yesterday, Reuters reports from Moscow.

The newspapers published a set of policies and priorities drawn up by the High Council of Reconstruction, approved by Ayatollah Khomeini and passed on by President Ali Khamenei to the Government last week.

It did not put a ceiling on the amount of foreign funding the Government could seek but set conditions to ensure that the country's interests were looked after in the process.

Shamir firm on elections

MR Yitzhak Shamir, the Israeli Prime Minister, yesterday said Palestinians must accept his proposals for elections in the occupied territories, writes Hugh Carmichael in Jerusalem.

Mr Shamir warned that continuing the uprising in the West Bank and Gaza Strip would not bring further concessions from the Government.

He was speaking on the 41st anniversary of the state, before entering hospital following what his staff described as an accident at home in which he hit his head. Officials said Mr Shamir later complained of feeling unwell and was admitted for checks.

Mr Shamir said his proposals for a poll to elect Palestinians were realistic and just. One person was reported killed in unrest in the West Bank.

WORLD TRADE NEWS

US angers Japan and EC over patents cases

By William Dullforce in Geneva

THE US aroused the ire of Japan as well as of the European Community yesterday, when it blocked for the fourth time running in the council of the General Agreement on Tariffs and Trade (GATT), adoption of a ruling against its handling of patent infringement cases.

Mr Yoshio Hatano, Japan's ambassador, said his country was becoming increasingly concerned about Washington's attitude towards GATT's dispute settlement procedures.

Recalling that the US also still had to comply with findings against its "Superfund" oil levy and its imposition of customs user fees, Mr Hatano charged the US with undermining the credibility of GATT.

A GATT panel ruled in November 1988 in favour of an EC complaint that US procedures in enforcing intellectual property rights under section 337 of its Tariff Act discriminated against imported goods and was inconsistent with the GATT.

The US circulated to council members yesterday a detailed account of its objections to the GATT ruling and said the Bush administration had not yet decided how to handle the matter. The EC accused Washington of misrepresenting the panel's findings and warned that it would expect the US to accept

the ruling at the next meeting of the GATT council.

At yesterday's meeting, Chile pressed home its case for the establishment of a GATT "crisis management body" to handle emergencies such as that which faced last year, when the discovery of toxic matter in a few grapes in the US led to a ban on its grape and fruit exports.

Mr Luis Escobar said Chile had suffered a loss of trade worth hundreds of millions of dollars. GATT should have some means of reconciling governments' interests in protecting public health with exporters' need for secure access to markets.

Some 30 countries backed Chile's appeal. The council asked Mr John Weeber, its Canadian chairman, to start informal talks on how a mechanism could be put in place.

The council received fruitings from dispute panels in favour of a Chilean complaint against EC restrictions on imports of desert apples and of a US complaint against Norwegian import controls on apples and pears.

Canada lost a case against Japan whose tariff rates, it claimed, discriminated against imports of Canadian spruce, pine and fir lumber.

US-EC air war breaks out in Gatt

William Dullforce gives the background to the Airbus subsidy clash

THE EUROPEAN Community has vigorously rejected a US complaint that the West German government is violating the General Agreement on Tariffs and Trade by subsidising Daimler Benz's purchase of a majority holding in Messerschmitt-Bölkow-Blohm, the aerospace group which holds Germany's 37.9 per cent stake in the Airbus Industrie consortium.

EC officials have counter-charged, in the two days of talks in Geneva, that Boeing, the US manufacturer, is using profits from sales of its jumbo B747 model, which has no competitor, to lower the prices of models competing with Airbus.

The EC argues that the Airbus programme is not distorting trade for the simple reason that with a 1988 market share of only 17.2 per cent Airbus cannot be seriously affecting its US rivals at a time of sharply expanding demand.

European officials cite a 48 per cent increase in the volume of orders received by Boeing in 1988, a rise from 51.6 to 62.5 per cent in its market share and a 28 per cent climb in its profits. They also claim that Boeing has taken on 66,400 workers over the past four years.

McDonnell-Douglas, the other US manufacturer, reported a 29 per cent growth in turnover in 1988 and has taken on 22,400 new workers in the past three years. The company has secured 280 orders and options for its MD11 model compared with 123 for the Airbus 340, while its MD80 series is sold out five years in advance, according to the Europeans.

(2548m). The government is also shouldering earlier obligations for the development and production of Airbus aircraft to the tune of DM4.1bn.

The EC has refused consultations under the subsidies heading, arguing that the special aircraft code takes precedence over the more general subsidies agreement.

However, the two sides agreed this week to let the legal issue ride, while they discussed the substance of the US complaint against the Daimler-MBB contract.

Gatt's aircraft code permits public assistance for aircraft manufacturing as long as it does not distort trade.

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The US share in sales of large aircraft has increased from 75.5 per cent for three manufacturers (with Lockheed) in 1979 to 79.3 per cent for only two manufacturers, despite the expansion of the Airbus range.

While more than 1,000 large transport aircraft from the US are in service in Europe, Airbus has so far delivered only 80 to the US and new contracts for Airbus are being put at stake by US trade policy threats, Brussels argues.

Moreover, "US industry estimates," European officials claim that Boeing is using profits of at least \$30m per aircraft from its B747 sales to reduce the prices of models competing with the Airbus range.

Mr Dieter Wolf, director for industrial policy affairs at the West German economics ministry, describes Boeing's action as "a classic case of monopolising strategy", cross-subsidising from one product to another, to keep prices down despite strong demand.

Boeing as market leader is using short-term price policies to place a question mark over the economic viability of projects in which Airbus has been investing for decades, the Europeans argue.

This development comes when Airbus has taken on the burden of developing its A330/340 series, introducing its A320s to the market and stepping up production capacity - at a time of uncertainty about the exchange rate of the dollar, the currency in which all large aircraft are traded.

Were the Daimler-MBB deal to fall apart, the West Germans

say, they would not be able to participate in the A330/430 project without extra state assistance.

EC officials are particularly angry that the US should be challenging the Daimler-MBB deal after it had undertaken at a ministerial meeting in London in October 1987 that it would not hinder efforts to privatise the Airbus consortium.

In addition to MBB, the Airbus partners are Aérospatiale of France (37.9 per cent), British Aerospace (20 per cent), and Spain's Casa (4.2 per cent).

The EC has dismissed a US suggestion that Airbus and MBB could cover themselves against fluctuations in the dollar by normal commercial hedging on capital markets.

The long running times for aircraft projects and the sheer volume required make this impracticable, it says.

Hedging is practised normally for periods of one to three months; the maximum period obtainable would be two years at a very high premium.

The Germans calculate that the volume required to cover their Airbus participation would be equivalent to the total forward exchange dealing in the German economy.

No private market could cope with the Airbus dollar rate risk, Mr Wolf says.

Nor would the exchange rate agreement with Daimler create a precedent for other branches of German industry, which invoices only 7 per cent of their exports in dollars, the economics ministry argues.

Japanese 'may soon begin friendly takeovers in EC'

By Guy de Jonquères, International Business Editor

JAPANESE companies may soon start making friendly takeovers in the European Community to protect themselves against the threat of EC restrictions on their trade and investments, an executive of a Japanese electronics company said yesterday.

Mr Don Pinchbeck, general manager of the UK subsidiary of Epson, a leading maker of personal computers and printers, said in London that by making acquisitions, Japanese companies could secure a position "well and truly inside 'Fortress Europe', with European brand names."

Some acquisitions could be organised as a form of reverse takeover. "I can imagine a Japanese company disappearing into the shell of a European company, with the Japanese company holding a golden share."

One of the advantages of such an arrangement would be to help Japanese companies avoid EC moves to require

them to meet minimum levels of local content in their European assembly plants.

It was most unlikely Japanese companies would launch hostile takeovers in Europe. Asked whether Epson planned to make any European acquisitions, he replied: "Perhaps I should say: watch this space."

Outright acquisitions would involve some problems of blending different management styles. The difficulties would be smaller than in joint ventures between Japanese and European companies which, he believed, stood little chance of success.

Mr Pinchbeck criticised the EC's use of anti-dumping procedures against Japanese exports and of European efforts to tighten local content rules on Japanese plants. Such rules were not designed to raise EC content, but to limit Japanese content. But he was optimistic about Japanese companies' prospects in Europe.

Electronics crisis 'could trigger protection backlash'

By Guy de Jonquères

THERE IS a serious risk of a crisis in Europe's electronics industry in the next five years which will trigger a protectionist backlash against US and Far Eastern companies, a market research study sponsored by leading Japanese electronics manufacturers says.

The study finds that most European electronics companies are not planning for the EC's single market and appeared ill-prepared for stiffer competition.

The study, by Cores Europe, a Japanese market research firm, says the EC considers increased competition essential to industrial efficiency but appears to assume the competition will come mainly from European companies.

But "when the competitive pressure comes from Asian or US firms, the rules change. Competition ceases to be a cleansing force and becomes a dangerous threat to European well-being."

Some European electronics companies were pressing for further measures to protect the European market.

Japanese companies needed to avoid aggravating matters by investing too heavily in European plants in an attempt to overcome EC trade barriers. They risk creating excess production capacity.

That problem could be avoided if Japanese companies installed flexible manufacturing systems at their European plants, so production could be switched quickly from one product to another in response to market conditions.

In the 1990s, competitive advantage could well go to companies offering an updated product range, rather than mass-producing a few standard products.

European Community 1992. Cores Europe, 7 Old Park Lane, London W1. Tel 01-408 3535.

Moscow to lend Cairo £200m in move to improve links

MOSCOW will lend Cairo £200m in an bid to improve ties with its one-time ally, Mr Konstantin Katushev, the Soviet Foreign Economic Relations Minister, said yesterday. Reser reports from Cairo.

Details of the loan were still to be discussed, he said, but the money would be used to buy equipment and spare parts for Soviet-built iron and steel and power plants.

Mr Katushev, heading a trade delegation for a five-day visit, said on arrival that he would review with Egyptian ministers the current trade volume of £200m a year between the two countries.

"I am here to discuss ways of strengthening and boosting trade," he said after meeting Egypt's Economic Minister, Mr Youssef Moustafa.

Egypt and the Soviet Union agreed last year to calculate starting for trade transactions at a special exchange rate of three Egyptian pounds. The current bank exchange rate is 4.30 Egyptian pounds.

Egypt expelled thousands of Soviet military advisers in 1971 after relying on Moscow for more than 25 years. Relations have improved since President Hosni Mubarak succeeded President Anwar Sadat in 1981.

Plans start to take shape for Saudi smelter

PLANS for a 214,000-tonne aluminium smelter at Yanbu on the Red Sea are starting to take shape as one of Saudi Arabia's largest privately-financed industrial projects designed to diversify its economy away from oil, Peter Montague reports.

Among the latest developments is the signature of an agreement between Alcoa, the project sponsor, and Gore Aluminium, a subsidiary of Australia's CSR concern, for the supply of 1m tonnes of alumina over 10 years starting in 1992.

With financial estimates now nearing completion, Morgan Grenfell, the UK merchant bank which is acting as adviser, expects to syndicate a major international loan in the second half of this year to help finance the project.

Gore's supply contract will cover about one quarter of Alcoa's needs after the project enters production in three years, amid a projected shortfall in world supplies of alumina.

Based on current industry estimates for the cost of establishing plant, the smelter will

cost about \$50m (£300m). Smelting costs are expected to fall in the lowest 10 per cent range for non-Communist producers, according to a study by the London-based Commodities Research Unit.

The commercial bank credit will probably be syndicated without the backing of export credit agencies and will be a limited-recourse loan.

This means lenders will depend on the success of the project rather than any guarantors for repayment.

But its size will depend on the results of a financial study

now being completed by Bechtel, the US construction company which is the lead contractor to build the plant.

The smelter will use technology supplied by Aluminium Pechiney of France which will operate the plant for 10 years.

Up to half the total cost of the project is expected to be provided by the Saudi Industrial Development Fund through long-term concessional loans.

Around a further 20 per cent will come in equity subscriptions with the balance from the commercial bank package.

Advertisement for AKZO salt featuring the text 'WITHOUT US THEY WOULDN'T HAVE A LEG TO STAND ON.' and an illustration of flamingos. The ad describes the production of salt in the Netherlands and its uses in various products like food, medicine, and industry.

HARBOURS

EXPRESSIONS OF INTEREST MANAGEMENT EFFICIENCY REVIEW

The Papua New Guinea Harbours Board is a Commercial Statutory Authority responsible for 17 declared Ports and employs 560 people throughout the country.

In accordance with Government Policy the Harbours Board is required to undertake a Management Efficiency Review each five years. A review is now due for the 1989 year.

The Harbours Board now invites expression of interest from consulting firms to undertake this assignment. Based on the applications received, a short list of qualified Consultants, shall be prepared and those firms selected will be invited to formally tender for the assignment.

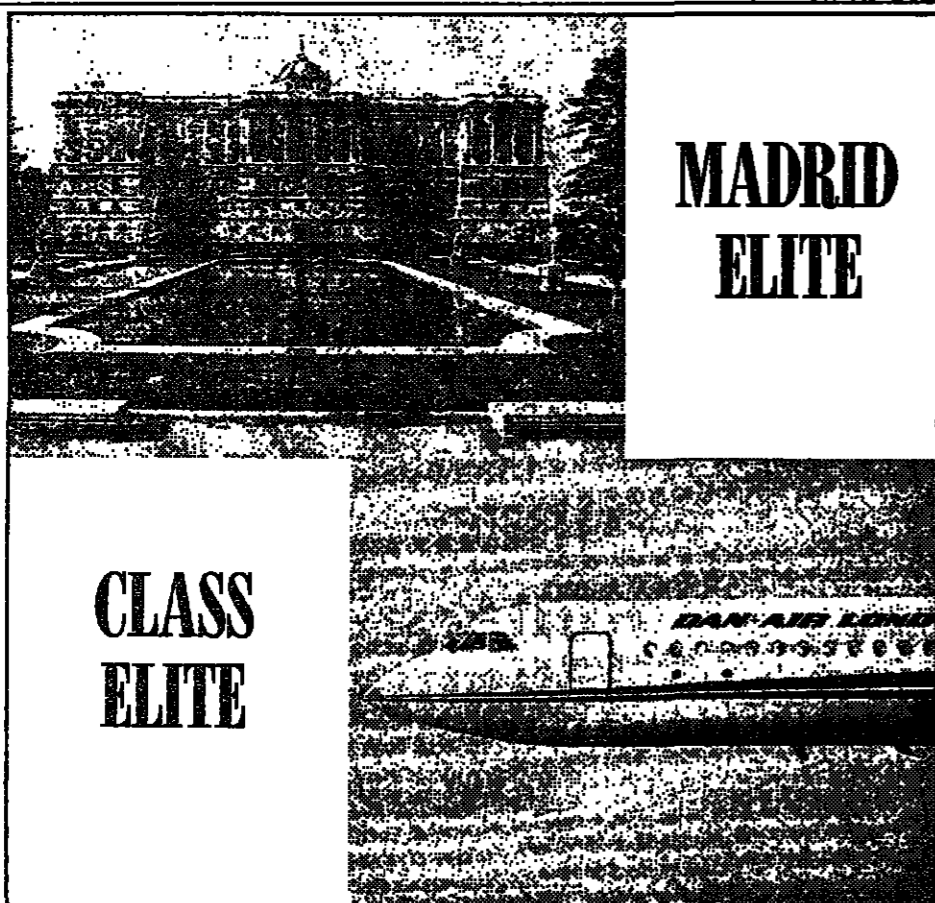
Firms wishing to register should provide information relevant to the following:-

- 1) Exposure and understanding of Port/marine activities, management and financial control.
- 2) Experience in consultancies of Public Sector Organizations of a similar size and geographical spread.
- 3) Experience in consulting services in PNG or a similar developing country.
- 4) The financial and Human resources to provide qualified personnel for the duration of the assignment.

Further information and formal submissions should be referred to:

Mr. E. G. Clubb
Deputy General Manager
(Finance & Administration)
Papua New Guinea Harbours Board
PO Box 671
Port Moresby
Papua New Guinea
Telephone: (675) 21-1400
Fax: (675) 21-1546

Closing date for submissions is 4.00 pm Friday 2 June 1989.



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Profits spur growth in factory gate prices

By Simon Holberton, Economics Staff

MANUFACTURERS' profit margins have been responsible for up to a third of the total rise in factory gate prices since 1980, the Bank of England says in its latest Quarterly Bulletin, out today.

As such manufacturers' profits have been a significant contribution to the growth in inflation over the period but less so over the past two years than the Bank first thought.

Recent data suggests that "the tendency of prices to outstrip costs has diminished somewhat as margins approached levels last seen in the early 1970s."

The Bank says in an article released ahead of today's publication of the Quarterly Bulletin that profit margins are expected to narrow in the future because of the effects of high interest rates.

The current tight monetary policy will affect industry through the exchange rate and by slowing the growth of aggregate demand in the economy.

More specifically, it will act on companies' competitiveness and their capacity utilisation. As competitive pressures rise companies are expected to restrain price rise to maintain their share of markets. Furthermore, companies are expected to be more able to supply their goods at non-inflated prices as demand in the economy slows.

Looking back over the 1980s, the Bank says that while growth in margins has been a feature economy-wide, in the retail sector margins have actually fallen, although the rate of decline has moderated, probably reflecting excess retailing capacity in the UK.

The subdued level of margins has helped "retailed prices" - a measure developed by the Bank to disaggregate the retail price index to arrive at a measure of retail inflation - to grow slowly since 1985 until the beginning of 1988.

Since then, however, other factors bearing down on price rises, such as slow growth in costs, weak commodity and energy prices, together with high productivity growth has reversed somewhat.

Government to urge world forum on climate changes

By Richard Donkin

THE GOVERNMENT is to call for a convention on climate change to co-ordinate international monitoring arrangements similar to those introduced for the protection of the ozone layer.

The proposal for a framework convention on climate change will be put by Lord Calthorpe, the Environment Minister, at next week's governing council meeting of the United Nations Environmental Programme (Unep) in Nairobi, Kenya.

Mr Nicholas Ridley, the Environment Secretary, announcing the move yesterday in answer to a Parliamentary question from Mr Jeremy Hanley, Conservative Member of Parliament (MP), said the Minister would set out the Government's views on international environmental issues, including global warming.

"To ensure that these issues are given the priority they deserve we want to strengthen Unep both in regard to existing functions and in preparation for the major UN conference on the environment in 1992," said Mr Ridley.

"We will call for the urgent consideration of a framework convention on the subject of climate change," he added.

"This would establish general principles or guidelines and allow more specific measures to be developed in the form of protocols as scientific and other information becomes clearer."

An international convention on climate change would follow the pattern set by Unep in establishing the Vienna Convention to protect the ozone layer in 1985. The convention paved the way for the Montreal Protocol in 1987 which specified a 50 per cent reduction in the consumption of chlorofluorocarbons (CFCs) by 1995.

Mr Ridley said the Government would also reiterate its support for the Intergovernmental Panel on Climate Change (IPCC) set up by Unep and the World Meteorological Office.

Meanwhile, farmers were urged to protect their attitudes to food production and reduce water pollution in a hard hitting speech by Mr Ridley at a meeting of the Agricultural Forum of Farmers and Farm Retailers in London.

Mr Ridley said that it was "extremely disappointing" to see that pollution caused by farmers had risen by 6 per cent last year.

"The overall position has

reached an unacceptable level. The time has come not only for this trend to be stopped, but to put it firmly into reverse," he said.

Mr Ridley warned that the National Rivers Authority, to be established under water privatisation, would take tough action against the small minority of farmers who persisted in polluting the environment through thoughtlessness.

The authority would have the backing of regulations being prepared at the moment, specifying minimum standards for the construction of sludge and slurry installations, the source of most incidents.

Mr Ridley also urged greater contact between farmers and retailers. Food retailing must be market-oriented, he said.

Mr Ridley called for a move away from the persistent use of pesticides and said the Government was seeking a more constructive relationship between agricultural and environmental policies.

Earlier, Mr Ridley criticised the European Commission draft directive to protect flora and fauna and habitat as "bureaucratic, poorly thought through and incomplete." He claimed this was the view of every EC member state.

Church drops £4m bombshell on BAe for Lancaster disaster

By Lynton McLain

BRITISH AEROSPACE, heir to Britain's aerospace heritage, is being sued for damages after one of its hangars collapsed on a Second World War Lancaster bomber.

A writ for £4m damages was issued in the High Court yesterday against British Aerospace (BAe) by Charles Church (Spitfires), a company owned by Mr Charles Church, property developer and owner of the bomber.

Mr Church collects old warplanes, preferably ones that fly. Two and a half years ago he bought the bomber from the Strathallan Museum in Scotland, with the intention of restoring it to become the second flying Lancaster to survive. The RAF has the sole remaining flying Lancaster.

BAe transported the bomber to its Woodford site, near Manchester, after the company had agreed in a memorandum of understanding with Charles Church (Spitfires) to examine the bomber.

Mr Church had started negotiations with BAe on a full restoration contract, but the talks were not concluded and no contract was signed for restoration.

In August 1987, the roof of the hangar housing the Lancaster collapsed, killing a BAe employee and damaging the bomber.

Charles Church (Spitfires) claim that BAe was negligent in "keeping the aircraft in a hangar that was unsafe and permitting the roof structure to become overloaded."

Mr Church said yesterday that "despite all efforts by our company to arrive at a reasonable settlement, British Aerospace has not been prepared to accept liability."

Charles Church (Spitfires) wanted to have the Lancaster restored to its pre-accident condition.

"It is extraordinary that such an institution as British Aerospace should have frustrated our efforts to re-construct part of our great heritage and tradition," said Mr Church.

Directors of British Aerospace were questioned about the claim for damages at the company's annual general meeting in London yesterday, but they said they had not yet received the writ.

Foreign ventures in N Ireland spur agency to create 5,653 jobs

Ulster reaps record £400m investment

By Our Belfast Correspondent

INVESTMENTS by French and Korean companies helped the Industrial Development Board Northern Ireland's main jobs agency, promote a record 5,653 jobs last year, according to figures published today.

IDB-backed projects pulled in a record £400m in industrial investment in the year to March 31 and more than 1,800 of the new jobs came from

first-time investors from outside Northern Ireland. Daewoo Electronics became the first Korean company to locate in Ulster when it announced it was setting up an £18m video recorder factory at Antrim creating 500 jobs.

Montupet, the French engineering group, decided to set up a £90m aluminium foundry at the former John de Lorean

car plant on the outskirts of Belfast, creating a further 1,000 jobs. It will supply cylinder heads to Ford's new plant in Wales.

In total, the IDB agreed seven new first-time investment projects with a commitment of £106m. Mr Tony Hopkins, IDB Chief Executive, said competition continued to be intense and

Ulster companies would have to fight harder to grow and prosper.

"The IDB will have to compete strongly for inward investment but the recent successes give us greater credibility with potential investors who are looking at Europe in the run up to 1992 and the single market," said Mr Hopkins.

Clark cuts jobs in face of imports

By Alice Rawsthorn

ALMOST 600 jobs could be lost in the west of England due to the closure of two footwear factories by C. and J. Clark, one of the largest manufacturers and retailers of shoes in the UK and a significant employer in the region.

Clark is closing its Redgate factory at Bridgwater in Somerset, in the west of England. The factory, which has a workforce of 376 people and makes women's casual shoes, has been hit by the recent surge of low cost footwear imports into the UK from Portugal, Brazil and South-East Asia.

The level of forward orders for the Redgate factory was so low that the plant would have been on a three day week for the next few months and has made a loss for four of the last eight years and Clark saw no prospect of profitability.

Clark has also announced the closure of its Wandsdyke factory at Bath, in Avon, where 193 people are employed to make children's shoes. This plant has suffered from labour shortages in the Bath area. Clark intends to transfer production to a recently modernised factory. All the employees at Wandsdyke will be offered alternative jobs.

The Redgate factory will close in October, while Wandsdyke is scheduled to close at the end of the year. Clark, which is privately owned, is the largest manufacturer and one of the largest retailers of shoes in the UK. It employs over 23,000 in its factories and shops all over the world.

In recent months Clark, like the rest of the UK footwear industry, has suffered from the parallel problems of a rapid rise in imports and erratic demand.

Millicom selects British site for European admin centre

By Ian Hamilton Fazey, Northern Correspondent

THE US telecommunication services group Millicom is to build a European administration centre in Darlington, County Durham, creating 1,000 new jobs by 1992. The company's two main UK subsidiaries, which specialise in cellular telephone services and radiopaging, will get £300,000 of Government help with the £28m cost.

The company operates from central London at present, where 300 are employed, but is having trouble recruiting a good enough quality of staff. This, coupled with high overheads, ruled out London for expansion. Darlington was chosen after a widespread search in the UK and Europe - after the company had looked closely at setting up in Luxembourg.

The London base will continue at present levels and the UK will be the company's key European Community operation.

Executives say that subsidiaries will be formed in other EC countries as markets expand. They say that most of them are three years behind Britain in mobile communications, but Millicom has already formed a company in the Netherlands, the country which executives believe will catch up with the UK first.

Millicom is not a manufacturer or even assembler of telecommunications hardware, but a service provider. The UK has two cellular telephone networks and Millicom is one of eight providers that subscribers can choose from. It says it has 35,000 subscribers now, is adding 3,500 a month and has been handling 500 connections a day recently. It is forecasting a customer base of 200,000 by 1991.

Mr J. Shelby Bryan, the president, who flew from New York to make yesterday's announcement, said he expected group

sales of \$100m this year. Sales rose from \$13.5m in 1986 to \$55.5m last year. The company operated at a loss in its first three years, financed mainly by sales of some of its holdings in Rascal.

The new centre will be responsible for billing and servicing Millicom's customers. Most jobs will be administrative and clerical, although engineers and computer software staff will also be needed.

Women account for 54 per cent of London employees and most of the new northern jobs are likely to appeal to women.

The company will build a 35,000 sq ft of offices, creating an initial 600 jobs. It expects to expand as the Government encourages a personal micro-cellular mobile telephone network to create a mass market beyond the present national network, which is geared for business-users.

Shorts sets date for job cuts

By Our Belfast Correspondent

SHORT BROTHERS, the Belfast aerospace company, yesterday confirmed the loss of 700 jobs in a review of staffing levels just weeks before privatisation.

The company said the redundancies were not linked to privatisation but were essential to reduce costs in the face of heavy trading losses.

However, trade union officials accused management of sacrificing jobs in a highly skilled industry and said the redundancies stemmed from the Government's refusal to invest in the company.

The job losses, which take effect in August, will cut

across all three of Short Brothers' divisions - aircraft manufacture, aerostructures and missiles. The company employs 7,700 people and is Northern Ireland's biggest employer.

The redundancies had been widely forecast and were foreshadowed in a recent industrial dispute over pay.

Mr Roy McNulty, Shorts managing director, said: "The redundancies arise not from privatisation but from the fact that we have not increased our output as anticipated."

Survive in a very competitive world was most achieve productivity and levels of output per employee comparable to our international competitors. Realistic staffing levels and being a leaner and more streamlined organisation are essential for our future."

Short Brothers had record losses of £142m last year and another significant deficit is expected this year.

The Government is expected to decide shortly on a new owner for the company. Ministers are considering bids from Bombardier, the Canadian group, and a consortium of GEC/Fokker.

'Huge' cash injection needed for transport

By Rachel Johnson

THE UK's road, rail and even air links to Europe were inadequate and required huge injections of private investment, Mr John Fletcher, director of corporate development for Trafalgar House, the shipping, property and construction group, said yesterday.

He told a Financial Times conference on transport links with Continental Europe that the Chancellor of the Exchequer's autumn statement indicated that £7.5bn should be spent over the next three years on roads, rail and air. "This is regional transport and it is regional about half what is required if we are going to get an infrastructure in the right sort of shape to allow our industries to compete effectively in Europe," said Mr Fletcher.

The impending relaxation of the Ryrie Rules, however, marked a step in the right direction, and should be welcomed by the private sector which had been hitherto "thoroughly disheartened at the lack of guidelines the Government had given for financing transport developments."

Mr Alastair Dick, Eurotunnel's planning adviser, said it was crucial for private and public sectors to work together to reduce bottlenecks in traffic movements between centres in the UK and on the Continent.

Investment was required to improve existing infrastructure, increased systems' efficiency with new technologies and connect systems by building missing links.

Mr David Fredd, director of Warburg Securities, Eurotunnel's brokers, said the UK's infrastructure provision was an "imponderable" which made traffic and revenue forecasting for the Channel tunnel uncertain. But he predicted that rail users would switch to the tunnel, which was set to dominate the passenger market at the expense of ferries.

"There is a risk of oligopoly in the Channel - I cannot think of a single case of ferries competing with a fixed link," he said.

Key factors affecting the UK links with the Continent were the air transport regulations to be decided by EC Ministers next year, and whether British Rail would convert its track to accept rolling stock built to the Continental gauge.

M Jean Bonley, secretary general of the Union Internationale des Chemins de Fer, said BR and the UK should consider adopting key freight and passenger routes to the continental gauge. "This is the way to fight competitively. The Spanish adapted to it last year - one of the most significant railway decisions in recent years apart from the Tunnel."

The single market would mean network, in broadcasting ports pipelines and Very High Speed Trains.

"The staggering prospect is that all current thinking between London and the main Continental centres will be halted," he said. The toughest barrier of all to break down would be xenophobia on the part of individual nations.

M Jean-Louis Burckhardt, secretary general of the Union of European Railway Industries, said rail transport was one of the most important means of speeding up completion of the single market.

The Channel Tunnel would be the important first step in an international network of high speed lines covering 12,000 kilometres projected for 1995.

The advantages of such a network spreading across Europe were further highlighted by Mr Jeremy Getch, managing director, CAIB UK. Over long distances rail transport is more economical than road in terms of manpower and fuel. Eurotunnel would create stiff competition among specialist distribution services, as well as transport companies.

Sir Thomas Stonor, group director of National Traffic Services, said that Eurotunnel would relieve Britain's congested airports from an estimated 5m passenger movements in 1985 - and up to 6m by the year 2000. But Eurotunnel's skies he said were still too overloaded, and ways of

increasing air space over south-east England by 50 per cent had to be found. Although £800m was planned to be spent on a new air traffic control system there was still an endemic shortage of controllers - 160 in the UK alone.

Europe had to face the problem of unprecedented and unforecasted growth of traffic before liberalisation further increased it in 1992.

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Technical problems may delay launch of BSB

By Raymond Snoddy

BRITISH Satellite Broadcasting, the more than £700m satellite television venture, may have to delay its launch because of the technical complexity of the project. The consortium which is still advertising a September launch for its three national channels of television has already drawn up contingency plans for delay if receiving equipment is not available in time. One option envisages launching only in the London area in the autumn before rolling out nationally at a later date. Another possibility involves waiting until January or February to launch a five-channel system. BSB, whose major shareholders include the Bond Corporation, Granada, Pearson (publishers of the Financial Times) and Reed International, has applied for the two additional high power satellite channels assigned to the UK under international agreement. The Independent Broadcasting Authority is due to make its decision on the channels by the middle of next month. The Children's Channel and IFC Entertainment have also applied for a channel each. Mr Anthony Simonds-Gooding, chief executive of BSB, said yesterday: "I am still aiming for an early October launch. The BSB chief executive conceded, however, that a great many things had to be brought together at the same time and with less than three months to go before the launch of the rocket carrying the BSB satellite on August 6 there was now no spare cushion of time. Mr Simonds-Gooding conceded: "There is a chance of things going wrong and there is a chance of delays." The BSB chief executive said that if delay became inevitable - a position he said had not been reached - everyone involved would be properly informed in good time. Earlier this week Mr Simonds-Gooding was in Scotland to announce a £12.5m deal between BSB and the Scottish football authorities and made clear that he would rather delay the launch than repeat

the mistakes made by Mr Rupert Murdoch's Sky Television. When Sky launched there was practically no equipment in the shops to receive the four-channel service and the sale of receiving dishes is still below expectations. There are repeated suggestions of delays with BSB's Saurial - the 12-inch square flat aerial which is being advertised as virtually the trademark of the satellite company. One consortium planning to manufacture an aerial designed by Fortel is talking about next spring before volume supplies will be available. GEC Marconi, the defence electronics company, already has a working flat aerial but no volume orders have yet been placed and it is believed that a minimum of 25 weeks will be needed to get large quantities into the shops. STC, Britain's second biggest electronics company, has also been talking to BSB about manufacturing an aerial but it is not clear how far the project has got.

Venice is the scene for the Glaxo drama

Peter Marsh reports on the appointment of Ernest Mario as chief executive at Glaxo

IT WAS among the palaces and gondolas of Venice, scenes of countless liaisons over the centuries, where this week's dramatic changes involving the top jobs at Glaxo were decided on in a potent series of discussions a fortnight ago. The changes saw the setting down of Mr Bernard Taylor, the highly respected chief executive at Britain's biggest pharmaceutical company, and his replacement in an expanded chief executive's role, by Mr Ernest Mario, the head of Glaxo's US operations. Sir Paul Girolami, the 68-year-old chairman of Glaxo, arranged at the end of last month a private weekend meeting with Mr Mario, who has quickly made a name for himself in the company since joining it three years ago. The Italian-born Sir Paul, who has been the inspiration behind Glaxo's strong growth in the past five years to become the world's second biggest drug group after Merck, of the US, spent time at Mr Mario, who is 50, what he had in mind. He wanted the US executive to take over the clear No 2 position at Glaxo, answering directly to himself and taking over much of the responsibility for day-to-day operations. The appointment entailed the shunting aside of Mr Taylor, the company's chief executive since 1983, who has had a purely co-ordinating role on Glaxo's board, occupying the same hierarchical position as the company's other five directors. Mr Mario's appointment was followed a few hours later by the resignation of a bruised Mr Taylor, who had worked for Glaxo for 26 years and rejected an offer of staying at the company, reporting to Mr Mario. Yesterday, a confident and relaxed Mr Mario played down any talk of personal animosity between him and Mr Taylor.

He said that, even before the Venice meeting, he had been getting indications that he would be promoted over the top of the British executive. "There has been no row; the situation just evolved," he said. "Bernard has behaved like a perfect gentleman throughout." The reshuffle at Glaxo, which gains nearly half its annual sales of £2bn from the US, surprised some observers but, in fact, had been pointed to by several events over the past year. Mr Mario, who has a doctorate in chemistry and has worked in the US as a pharmaceutical industry manager all his career, has been making a big impact on the group's US activities. Sales in this region have trebled since his arrival in 1986. Mr Taylor, a quiet and unassuming 58-year-old, has during this time been nudged out of the spotlight at public Glaxo meetings by his American colleague. Mr Mario was told some time ago by Sir Paul to spend more of his time at Glaxo's London head office and was appointed to the board last year. The final sign that Mr Mario - who was born in New Jersey and has never lived in a big city - was to play a big part at the centre of Glaxo was when he rented a flat in Chelsea in March. He and his wife are now looking to buy a house in the capital, although they are shocked at the prices. Throughout Mr Mario's time at the British company, the close rapport between him and Sir Paul has stood out to insiders. Sir Paul, who within Glaxo is regarded as a patriarchal figure, joined the company in the 1960s and has been a forceful figure behind the company's recent growth. The sun-tanned, golf-playing



Ernest Mario: to play an expanded chief executive's role

going to have an interesting and productive relationship." Soon after this, Sir Paul offered him his first Glaxo job as deputy head of Glaxo's US activities. The good feelings Sir Paul has for Mr Mario are clearly reciprocated. "He's incredibly well-read, very energetic, very strong," said Glaxo's new chief executive of his overall boss. "He gives you a frame of reference and then lets you work within it." What changes will Mr Mario be ushering in within Glaxo? He has a warm, convivial style and during his first full day in his new job at Glaxo's head office yesterday he was completely at home while chatting to junior employees. Mr Mario described himself as "a pusher" with a focused approach to management. "I believe in leadership by commitment. There is a tremendous excitement at Glaxo and I want to sustain it." He says he would like some day for Glaxo to overtake Merck as the No 1 drug company but is not consumed by this ambition. "I do want Glaxo - in management and as a place where people want to work."

Decision to close chip plant deals sharp blow to Plessey strategy

By Terry Dodsworth, Industrial Editor

PLESSEY, the beleaguered UK electronics group, is cutting back drastically on its investment in a new type of high-speed semiconductor after failing to generate sufficient sales. The decision to trim production of gallium arsenide chips, a technology which was once forecast to succeed the widespread generation of silicon-based semiconductors, will mean the closure of its plant at Towcester in the Midlands. The company would not give an estimate yesterday of how many of the plant's 375 jobs were likely to be lost, but in a statement to staff it said that the "majority" of employees would become redundant. Withdrawal from broadly-based commercial exploitation of gallium arsenide products, which work faster and use less energy than the standard silicon chips, will be seen as a sharp blow to Plessey's ambi-

tions in the semiconductor industry. The company is the UK's only sizeable domestically owned chip manufacturer, a point which it has emphasised constantly in its efforts to thwart the current takeover efforts of Britain's General Electric Company and Siemens of West Germany. In the past Plessey has stressed its commitment to gallium arsenide as an example of its ability to compete with the world's leading electronics companies. It has also used the investment as an example of its willingness to take a risk on new technology. Plessey stressed last night that it was retrenching rather than withdrawing entirely from gallium arsenide production. Some products will be transferred to its research and development facility at Caswell, also in the Midlands,

and others to its defence company. These changes underscore the problems the company faced at Towcester in finding external outlets for its gallium arsenide products. When the facility was set up in 1983, Plessey had talked about aiming for sales of £40m by 1990, and investments of up to £50m overall. Its two principal target markets, the US defence industry and direct broadcasting satellites, have, however, failed to develop at the speed it had hoped. On the defence side in particular, US companies have created their own capabilities in-house, helped by a \$500m government support. The company still believes it will have significant internal demand for its gallium arsenide products, but says these will be in small niches such as its new generation of radars.

De Savary drops legal challenge over loan

By Philip Coggan

MR Peter de Savary, the British yachtsman and entrepreneur, yesterday dropped his legal opposition to Blue Arrow, the employment group, revealing details of the controversial £25m interest-free loan made to him when Mr Tony Barry was chairman. The loan, which related to a property project on Canvey Island, Essex, in south-east England, contained a confidentiality agreement but Blue Arrow, now run by Mr Mitchell Fromstein, took action in the High Court to lift the restrictions. Blue Arrow is now set to post a circular to shareholders tomorrow outlining the details of the transaction. The circular will reveal the resignation as directors of Mr Barry, of Mr David Atkins, the former deputy chairman, and terms of their compensation. However, Mr Barry is not expected to have been granted any legal indemnities. An embittered Mr de Savary said yesterday: "Successful commercial activities are not achieved in the spotlight of media focus. Publicity is potentially damaging to the transaction. But I've now taken the view that I might as well join 'em as beat 'em." Since Mr Fromstein, the former president of US employment group Manpower, took over the Blue Arrow chairmanship, he has made it clear that he would like to unwind the loan. But Mr de Savary was adamant yesterday that he intended to enforce the terms of the deal. "I stick by my agreements and I intend to honour every term and condition," he said. Mr de Savary was also unhappy about the way that the Blue Arrow board, and Mr Fromstein, had handled the affair since the loan was revealed at Blue Arrow's annual general meeting last month. "I didn't do a deal with individuals, I did it with the PLC," he said. "As far as I know, he (Fromstein) hasn't even got a bloody work permit!" Mr de Savary said that the publicity would make it very difficult for him to replace Blue Arrow with another investor.

Ex-Guinness chief names new legal team

By Raymond Hughes, Law Courts Correspondent

MR Ernest Saunders announced yesterday that a new law firm had agreed to handle his defence to the 49 charges he faces in the Guinness case. The former Guinness chairman and chief executive, who faces the prospect of having to appear in two consecutive trials, was left without lawyers two weeks ago when his solicitors, Landau & Landau, withdrew from the case. They had been unable to negotiate what they regarded as reasonable remuneration from the criminal legal aid authorities to provide Mr Saunders with an adequate defence. Mr Saunders' new lawyers are the Manchester firm of Pannone Blackburn. The defence team will be led by Mr Rodger Pannone, the firm's senior partner, who is best known for his work in disaster cases. He has represented victims in the Manchester air crash, the Herald of Free Enterprise, Piper Alpha and King's Cross cases, as well as claimants in the Opium drug case. Mr Saunders, who was arrested in May 1987, was granted legal aid last December after having been refused it four times. Yesterday he said that after Landau & Landau withdrew he had contemplated defending himself but had decided that that would be "a reckless gamble" in such a huge and complicated case. However, he added that, although he was very pleased that Pannone Blackburn was taking on his case, "the legal aid funding issues are not resolved." Mr Pannone said yesterday that the firm had decided to

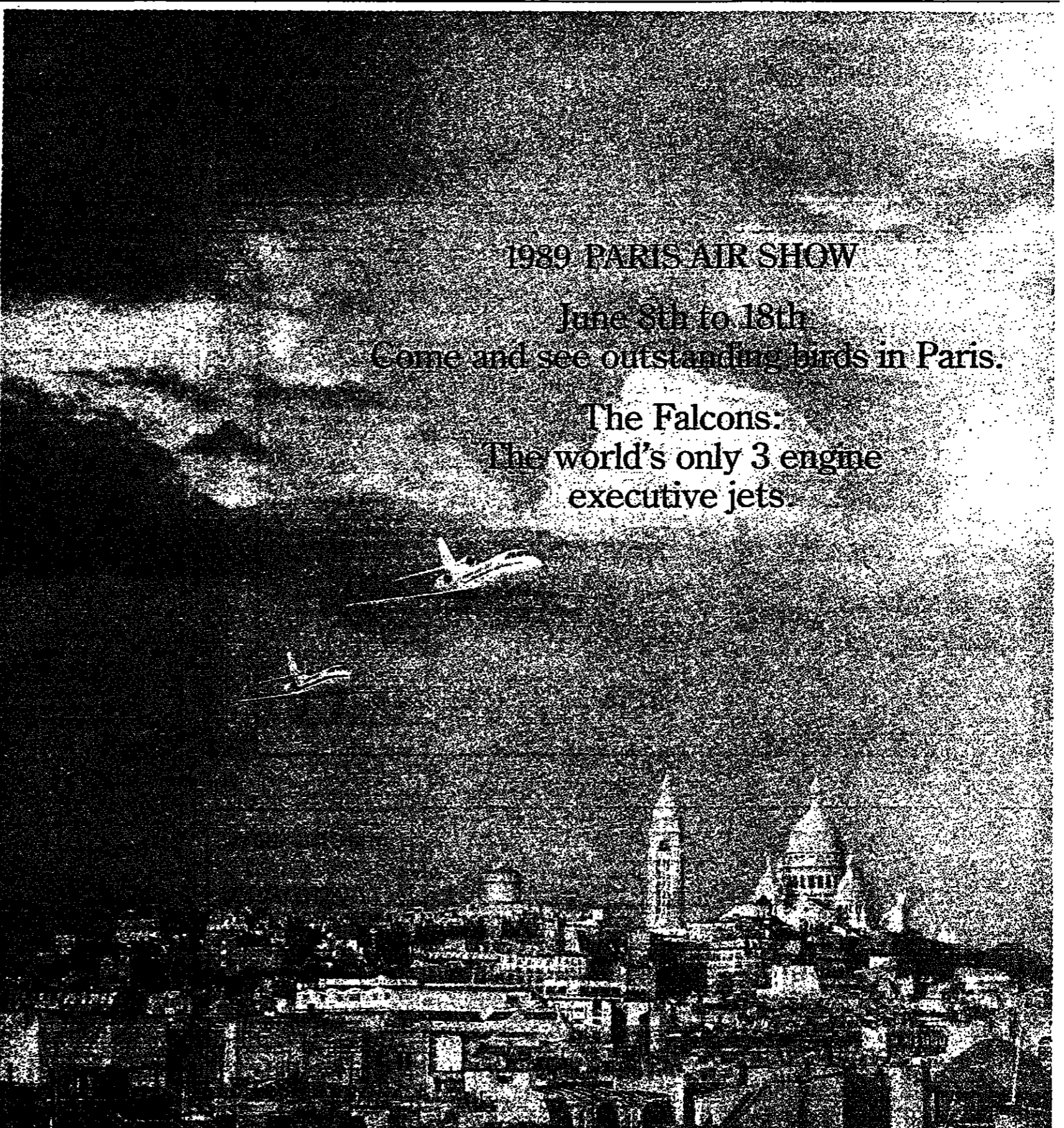
take on the case after careful consideration. Account had had to be taken of the details of the charges against Mr Saunders, the complexity of the case and the fact that any firm of solicitors would require to put on the case not only criminal lawyers but very senior corporate lawyers. He said the team defending Mr Saunders would consist of himself, Mr Peter Lakin, head of the forensic department, and Mr Tim Wells, a senior partner in the corporate department. He refused to be drawn on how his firm thought they could manage to conduct the case on criminal legal aid in the light of Landau & Landau's experience. "All he would say was that 'We have handled a large number of fraud cases and we are set up to deal with this sort of case.' He commented that the criminal legal aid regulations were not intended to cater for something like the Guinness case and that the criminal legal aid rates were inadequate. "That is a matter we will have to discuss in detail with the legal aid authorities. Our priority at the moment is to deal with Mr Saunders' defence and establish his innocence - not to enter into a public row about rates of pay." The Serious Fraud Office, which is prosecuting Mr Saunders and his six co-defendants, has proposed a split trial, with Mr Saunders in the dock in both. The fraud office hopes to begin the first trial in October. Mr Pannone said he thought it most unlikely that Mr Saunders' defence could be ready by October because the new defence team would have to start from the beginning.

MPs in poll tax clash

By Richard Evans and Ivor Owen

MINISTERS were accused by the opposition yesterday of being openly contemptuous of the law by failing to halt the distribution of the information leaflet on the introduction of the community charge, or poll tax, following a court ruling. The row over the controversial leaflet, banned from further distribution in England and Wales by Mr Justice McGowan in a High Court injunction on Tuesday afternoon, has thrown the Government's

plans into confusion. The Environment Department succeeded yesterday, however, in bringing forward the court hearing on the contents of the leaflet from May 25 to next Monday. The leaflet, launched last Monday by Mr Nicholas Ridley, Environment Secretary, was criticised by the London borough of Greenwich for failing to make clear that couples could be liable for one another's community charge.



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FT LAW REPORTS

US state corporation laws help to hinder hostile takeover bids

By Leo Herzel and Richard W. Shepro

In the US the fortunes of takeover offence and defence have been shifting back and forth for years. Innovations such as junk bonds on one side and poison pill rights on the other have been very important, but so have court decisions and new laws and SEC rules.

Recently, without fanfare, two developments have converged so that hostile takeovers may soon become much more difficult in the US.

The newest of these developments is a type of state corporation law that grants boards of directors the discretion to act in what they consider to be the long-term interests of the shareholders, the company and various other constituencies, such as employees, customers, suppliers and local communities.

These new laws would apply even when the board of a target company is facing a bid at a premium price. Combined with "flip-in" poison pill rights the result in many situations could be conclusive — no takeover.

Flip-in rights are warrants that suddenly become valuable when someone acquires a specified percentage of the issuing company's stock without prior approval by the target's board of directors.

The percentage chosen is usually between 10 and 20. All shareholders except the large shareholder can then buy the company's stock at half price.

The intended result is that no one dares to pass the flip-in line, and bidders are forced to negotiate with target boards.

Most large public corporations in the United States have a flip-in poison pill, or can have one on short notice since enactment only requires board approval.

This defence has forced bidders into the courts where they argue that the rights should be redeemed because they are not being issued in the shareholders' interests.

In some states, notably New York and New Jersey, the legal status of the flip-in pill is doubtful because it discriminates among shareholders of the same class of common stock. However, the courts in Delaware and some other states have allowed target

boards to use the pill as a bargaining or auctioning tool.

But, so far, a strategy of using the flip-in pill to remain independent — the "just say no defence" — has failed because of court intervention.

When Grand Met made its high-premium bid last autumn for Pillsbury, it immediately filed suit in Delaware challenging Pillsbury's poison pill. The Delaware court did not interfere with the pill immediately. But when after several months Pillsbury failed to come up with a competitive alternative to the Grand Met bid, the court lost patience and ordered Pillsbury to redeem its pill.

Only a few states, including New York and Indiana, have adopted laws broadening the discretion of directors who are facing takeover bids. Delaware is not among them. However, proposals for similar legislation are appearing across the country. Many of these statutes and bills also include provisions that legalise flip-in poison pills. The New York Statute allows directors who are facing a takeover bid to consider "both the long-term and the short-term interests of the corporation and its shareholders".

New York also passed a temporary statute making flip-in poison pills legal, reversing the position taken by two New York state courts in the Bank of New York-Irving Trust takeover litigation. However, this part of the law expired on April 1, possibly by accident, and it may be revived.

Indiana has gone further. It already had a statute giving directors the discretion to consider the effects of a hostile takeover on the community, employees, customers and suppliers, and anyone else who they might consider relevant.

An amendment passed in February allows directors to consider the long run and says specifically that their discretion is not constrained by any effect their action might have on a proposed takeover or on the possibility of shareholders receiving a premium bid. Furthermore, the right of directors not to redeem poison pill rights is specifically endorsed by the statute.

In short, the logical outcome of these statutes is that they

could easily be the long-sought-after defence to unwelcome takeovers. Target boards' defences against takeovers, including flip-in poison pill rights, would be subject to the same business judgment rules as other board actions.

Proxy fights to remove target boards may then become the principal avenue for hostile bidders. However, a satellite bidder through proxy fights is unlikely. Successful proxy fights are much more difficult for bidders to achieve than cash tender offers.

In a proxy fight, the bidder must persuade shareholders either that it can do a better job with the company than its present management, or that if successful it would very quickly buy out the shareholders at a premium. These are hardly sure things compared to a cash tender offer.

Nor would they arouse enthusiasm in the arbitrage market, which, in turn, would have the important effect of reducing the potential anti-management vote.

In addition, more and more companies have significant employee stock ownership plans, which tend to vote with management. The recent approval by the Delaware courts of Polaroid's sale of 14 per cent of the company to its employee stock ownership plan has led to a number of other companies doing the same thing.

An unsolved wrinkle, however, is a Department of Labour release saying that there may be situations when the trustees of these plans would have a fiduciary obligation to overrule the employees' decisions how to vote or whether to tender.

This does not necessarily mean that the number of takeovers would be reduced sharply. It could turn out that a reduction in hostile takeovers would make friendly deals safer and easier to accomplish. Many deals today do not get past the planning stage because of fears that a competing hostile bid would gain the prize or that both companies would become takeover targets.

Although the constitutional-ity of these new statutes is

unresolved, courts have recently become quite deferential to state legislatures with regard to anti-takeover laws. If a state law does not directly conflict with federal regulations on takeovers it is likely to be held to be constitutional.

A majority of large corporations are incorporated in Delaware. As more states adopt these statutes, Delaware will be under tremendous pressure to do something. The Delaware legislature has the power to put a potential damper on the boom in hostile takeovers.

Will Delaware follow Indiana's lead? The answer depends on how a number of interests in Delaware are balanced.

Managements still have a big say in Delaware, and will press these changes. But they might have significant opposition from shareholder groups who lobbied hard against the last Delaware anti-takeover statute.

Institutional shareholders appear to be developing misgivings about takeovers, as witness the recent lawsuits brought by insurance company bondholders against the RJR Nabisco leveraged buyout.

In addition, Delaware lawyers may have little motivation to support these new laws. They have grown enormously prosperous under the present legal rules. Because takeover controversies have been concentrated in the Delaware courts, in corporate legislative matters, the Delaware corporate bar has tremendous influence on the legislature.

The ultimate weapon for hostile bidders against state laws of this sort would be federal government intrusion into the states' traditional role in governing corporations. The SEC probably could not overrule these laws itself without new federal legislation.

So far, Congress and the Administration seem to be divided about whether takeovers are good or bad and how they affect foreign competition. Waning public ardour for hostile takeovers, low to begin with, is likely to reduce their desire to intervene.

The authors are partners in the Chicago law firm of Mayer, Brown & Platt.

COMPANY NOTICES

VOLKSWAGEN Aktiengesellschaft Wolfsburg

Invitation to the Separate Meeting of Holders of Preferred Shares

We have pleasure in inviting holders of preferred shares to the separate meeting to be held at 3.00 p.m. on Thursday, July 13, 1989 at the Festhalle on the Messagelände in Frankfurt. The start of this separate meeting of holders of preferred shares may be subject to delay depending on the length of the immediately preceding Ordinary Annual Meeting of Stockholders.

Agenda

1. Announcement of the resolutions passed by the Ordinary Annual Meeting of Stockholders on July 13, 1989 regarding authorization to create authorized capital stock.
2. Special resolution by the holders of preferred shares regarding approval of authorization of the Board of Management to create authorized capital stock in accordance with the resolutions passed by the Ordinary Annual Meeting of Stockholders and announced under item 1 of the agenda.
3. Announcement of the resolutions passed by the Ordinary Annual Meeting of Stockholders on July 13, 1989 regarding authorization to issue convertible or option bonds and creation of further potential capital stock.
4. Special resolution by the holders of preferred shares regarding approval of authorization of the Board of Management to issue convertible or option bonds and regarding the creation of further potential capital stock in accordance with the resolutions passed by the Ordinary Annual Meeting of Stockholders and announced under item 3 of the agenda.

Entitlement to attend the separate meeting and to exercise voting rights is restricted to holders of preferred shares who in accordance with the Articles of Association deposit their shares or the certificates of deposit of their shares from a bank for central depository of securities at the latest by July 5, 1989 at the depository below, at a notary public or a bank for central depository of securities and leave them there until the end of the separate meeting.

Depository in Great Britain is:-

S.G. Warburg & Co. Ltd.
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It is also permissible with the agreement of a depository to hold the shares at another bank and block them until the end of the separate meeting.

Wolfsburg, May 1989

The Board of Management

VOLKSWAGEN Aktiengesellschaft Wolfsburg

Invitation to the Ordinary Annual Meeting of Stockholders

We have pleasure in inviting holders of ordinary and preferred shares to the Ordinary Annual Meeting of Stockholders to be held at 10.00 a.m. on Thursday, July 13, 1989 at the Festhalle on the Messagelände in Frankfurt.

Agenda

1. Presentation of the confirmed financial statements, the consolidated financial statements, the Management Report and the Group Management Report for the year ended December 31, 1988 together with the Report of the Supervisory Board.
2. Resolution on appropriation of net earnings available for distribution.
3. Ratification of the actions of the Board of Management.
4. Ratification of the actions of the Supervisory Board.
5. Resolution on the creation of authorized capital stock and the appropriate amendment of the Articles of Association.
6. Resolution on the authorization to issue convertible or option bonds, creation of further potential capital stock and the appropriate amendment of the Articles of Association.
7. Adjustment of the potential capital stock created in 1984 and the appropriate amendment of the Articles of Association.
8. Appointment of auditors for the fiscal year 1989.

With respect to items 5 and 6 the holders of non-voting preferred shares will decide on the passing of a resolution at a separate meeting to be held at 3.00 p.m. on the same day regarding their approval of the resolutions passed at the Ordinary Annual Meeting of Stockholders.

Entitlement to attend the Annual Meeting of Stockholders and to exercise voting rights is restricted to stockholders, and with regard to voting rights to holders of ordinary shares, who in accordance with the Articles of Association deposit their shares or the certificates of deposit of their shares from a bank for central depository of securities at the latest by July 5, 1989 at the depository below, at a notary public or a bank for central depository of securities and leave them there until the end of the Annual Meeting of Stockholders.

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- Approval of the shareholders' meeting of their preferred rights to subscribe securities that the Extraordinary General Meeting of shareholders on May 10, 1989 (repeatedly deferred to May 19, 1989) will authorize the Board to issue.
- Decision on the method of recording the documents of the general meeting.

To permit the bondholders to attend or to be represented at this meeting, the bonds or their receipts must be deposited at least five days before the date fixed for the meeting, at the offices of the banks having participated in the placing of these bonds and from whom proxies or admission cards can be requested.

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MANAGEMENT: Marketing and Advertising

Market research

Why brands must catch the flowing tide of the New Wave

Philip Rawstone reports on the fickle preferences and attitudes of Europe's youth

The West European youth market may be declining in size but it will exert just as much influence on work, leisure, and social values as the baby-boom generation that preceded it, says a report published yesterday by the advertising agency, McCann-Erickson.

"These are the first children of Reaganomics and the policies of the European Community," says the report. "The New Wave young... is the first generation to grow up in the service and consumption-led information economy, and its exposure to communications technology has shaped values and expectations in a new way."

The McCann study, carried out via 10,000 individual interviews and 40 group discussions in 10 countries, concludes that marketers who do not establish their brands in the New Wave generation will endanger their future markets.

"Brand loyalties are developed in teenage years now," it

says. "For these young people, brands are used as badges; as ways of demonstrating individual identity."

In contrast with their predecessors who, a decade ago, wanted "happiness" and "fulfilment", Europe's young people today wanted "personal success". This meant getting a good job, getting a foot on the ladder, "making it on your own terms".

The young were not uncaring - but vague altruism interested them less than practical action. Money was important to them, not as an end in itself but as a doorway to consumption.

"They have been brought up to consume goods and services. Consumption demonstrates that they, as individuals, have value. Acquisition of things has become a rather casual affair... to do with want rather than need. They acquire in order to display."

"So it is quite natural for them to make their durables disposable. They swap and

share goods. For them, consumer goods are a kind of currency... a means of buying a reputation.

"Young people are exceptionally brand-aware. They buy and display brands to express a personal, individual sense of style and self-expression."

The New Wave's lifestyle, the study suggests, is a never-ending mix and match. "Anything goes... so long as it fits the code. And what goes today may have gone by tomorrow."

All this would pose problems for marketers who had previously focused on consistency to build brand values, the study suggests. "Saying something current (and therefore relevant and interesting) may be more important than being consistent. This means more frequent new campaigns and more ads per campaign; and a sea-change in our philosophy of branding."

Creative instinct or intuition would become more important in advertising. Product benefits

were likely to take a back seat to style, mood and wit. The appeal was more likely to be successful if understated and subtle - a picture would be worth at least ten words.

But while the young people of Europe had, in many respects, become more homogeneous, the study found there were still significant national variations in attitude and behaviour.

British youth was more interested with the outward trappings of success and less concerned with inner values than other nationalities. It was more traditional, conservative and tough-minded.

The French were also concerned about their own success, but were more relaxed than 10 years ago in their moral attitudes. They were health-conscious; and the least likely of all young Europeans to like "junk food".

Greek youngsters showed much anxiety about the future, probably because of economic troubles and relations-with



The Oxo mum lives on... but

Advertising and marketing executives seeking strategies to lure women into leisure markets in the next decade need to consider a fresh approach without clinging on to the stereotypes of the past.

The Henley Centre for Forecasting suggests this in its latest review of the leisure industries. "Women are an undeveloped segment of the leisure market and one offering significant opportunities to the industry in the 1990s," it says. But it points out that while women's lives are undoubtedly changing, "companies must beware of replacing old-fashioned stereotypes with new but equally unreal ones."

The key factor emerging from its analysis of women in the 1990s, it says, is that women's lives are increasingly diverse. "They do appear to retain the traditional, more conservative attitudes of the home but combine these with other values associated with their roles as employees and independent people."

Nevertheless, Henley argues that while the increasing affluence and confident spending decisions by women makes them a key consumer group, they will continue to be constrained by their lack of leisure time.

"The key challenge for leisure industry practitioners is to find ways of tapping the new-found discretionary spending power of the next generation of women while recognising that the one commodity which they have in short supply and therefore value most highly is time itself," says Henley.

In practical terms, therefore, it believes that women will look increasingly for convenience in their leisure activities. This is likely to affect holiday patterns, with holidays which cater specifically to family needs being well supported, it says.

Henley's overall message to marketers, however, is simple: "The Oxo mum lives on, but she is more confident, busier and more aware of what she wants in life."

Leisure Futures: Henley Centre for Forecasting, 3 Tudor Street, Blackfriars, London EC4Y 0AA. £875 a year.

David Churchill

Jennie Phipps is very serious about the value of exhibitions. As general manager of Marce, which is organising next week's Body Business Exhibition at Alexandra Palace, she has a £120,000 budget to promote an event aimed at encouraging trade buyers for a whole range of leisure and health equipment and services.

"Some exhibition organisers tend to take visitors for granted but we feel they are very valuable to us," she maintains.

Just how valuable they are has emerged from two new studies of the UK's exhibition industry published by the Exhibition Industry Federation, the body formed recently out of various trade associations to act as a co-ordinating force for the sector.

The survey - the most comprehensive ever undertaken by the industry - shows that last year British and overseas visitors to exhibitions held in the UK spent some £475m in total while attending the 651 main exhibitions held in the UK. This was roughly half the total expenditure of £1bn on exhibitions held in the UK when spending by

Something to make an exhibition about

the exhibitors themselves is taken into account.

The figures, prepared by the EIF and the Centre for Leisure and Tourism Studies at the Polytechnic of North London, represent a major attempt by exhibition organisers to produce credible statistics about a marketing medium which has traditionally been chosen more by luck than judgment.

"We are now able to satisfy our most demanding clients," claims David Fasken, the EIF's chairman. "Now managing directors, marketing directors, and advertising agencies can measure the size and growth of our medium."

Exhibitions have been seen as the Cinderella of marketing support services for too long, so those in the industry believe. They feel that the economic buoyancy of the 1980s, combined with the claimed cost-effectiveness of exhibitions in comparison with other marketing methods as a means of reaching sales targets, has given the industry a new impor-

tance ahead of the 1990s.

The EIF's survey, for example, shows that the number of exhibitions last year at 651 was 39 per cent higher than the 467 which took place in 1984. At the same time visitor attendance has grown from 7m in 1984 to 9.5m last year.

The value of the new EIF research, however, lies in its analysis of who actually goes to exhibitions in the UK. Transport planners, hotel and catering operators, and exhibition venue owners have a clear need to know so that strategies can be planned accordingly.

Not surprisingly, the survey shows that British residents attending an exhibition only for a day make up the bulk (65.5 per cent) of visitors.

Yet because they are not staying overnight and incurring accommodation costs, domestic day visitors account for only £194m - or 40 per cent - of total visitor expenditure of £475m.

The day visitor will, on average,

spend £11.59 getting to and from an exhibition, £7.80 on meals and drinks, £2.80 on shopping, and £1.61 on entertainment.

Overnight (but still based in Britain) visitors to exhibitions accounted for some 12.5 per cent of the total - but represented almost a third of all visitor expenditure.

The £177.44 average spend for this type of visitor comprised £70 for accommodation, £43.69 for meals, and £35.15 for shopping.

"The longer time spent at the exhibition location generates a far higher level of shopping and entertainment," the EIF points out. On average, this represented some £19.61 spent on shopping and £9.58 on entertainment.

But it is overseas visitors to exhibitions - who only account for 2 per cent of the total in volume - who spend a massive £539.69 per trip (excluding air fares) and account for some 28 per cent of all spending.

The survey found that £274 per

person was spent on accommodation by overseas visitors covering a shopping spree of £104, ahead of the £97 spent on meals and the £45 on entertainment. Local transport only cost on average £19.69, although the report points out that total average spending on fares amounted to £289 per person.

Analysis of the survey revealed, not surprisingly, that most Britons travelled to exhibitions by private car (twice as many as went by train). Overseas visitors, however, were more likely to use the bus or underground, followed by a hire car.

Both domestic and overseas visitors, however, clearly preferred medium-priced hotel accommodation to more expensive first-class hotels. But one in every five stayed with friends or relatives when visiting an exhibition.

Other trends identified by the survey include the fact that people spend very little inside exhibitions (especially trade fairs); some 55 per cent of visitors spent £5 or less last

year.

January and February are the most popular months for overseas visitors to come to Britain for an exhibition.

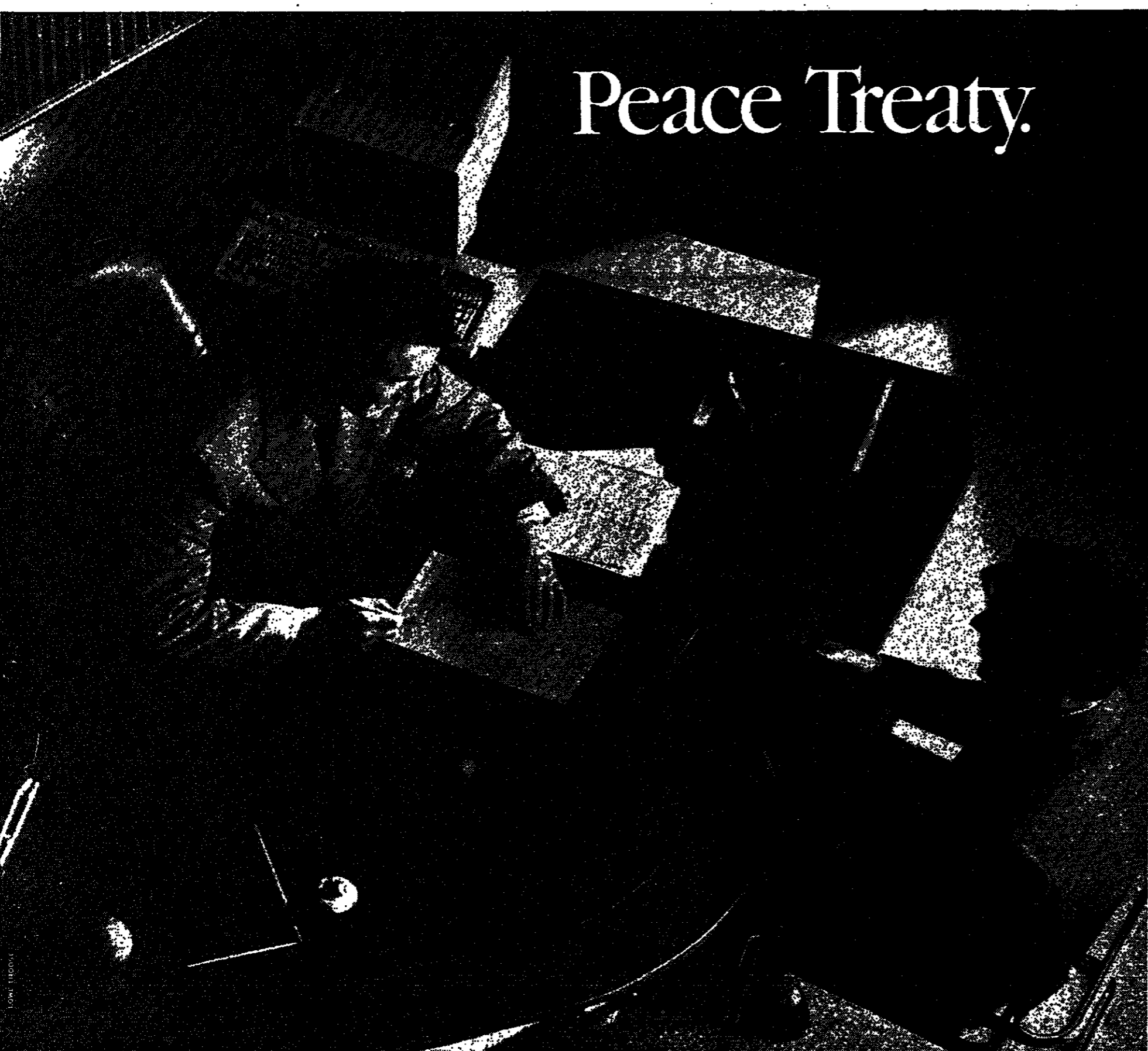
Most popular exhibitions last year were computers and office equipment, do-it-yourself, motors, and food, while consumer shows such as antiques and art as well as electronics and furnishings were on the way down.

Ironically, the EIF's survey and analysis of the UK exhibition industry - the most comprehensive ever undertaken - has come at a time when the sector's main problem is that it is fast becoming a victim of its own success.

Michael Rusbridger, chief executive of Reed Exhibitions, which is the largest UK exhibition operator, says that the main problem is a lack of capacity.

"It's a sellers' market, with not enough space to go round," he maintains. "The biggest single need is for a major new exhibition facility in London. Until then, exhibitors will have to put up with smaller shows."

David Churchill



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TECHNOLOGY

The key to following the slippery trail of data towards 1992

Paul Abrahams reports on databases designed to inform business people about measures ushering in the single European market



The speed at which European Community bureaucracy works may be snail-like. But if you take your eyes off a snail for a short while, it can disappear all too easily.

Yet despite the slowness of developments in Brussels, it is becoming essential to keep track of the measures leading up to the single market after 1992.

By the end of last month, 117 of a total 279 Commission directives had been adopted. They affect everything from investment in new factories - because of changed rules on health and safety - to the need to adapt accounts software to deal with new VAT regulations.

However, despite the significance of these measures, businesses have considerable difficulty in keeping up to date with the information emanating from Brussels. Jennifer Shaw, manager of the London-based Centre for European Business Information, says that one problem is the sheer volume of data. Most businesses are only interested in a tiny proportion of the information - so ease of sifting is crucial.

One way to keep track of both the obligations and the opportunities created by preparations for 1992 is through electronic databases. These can be used to sort through the data to find legislation affecting a partic-

ular sector. There are problems associated with databases, however, and Shaw says that they are mostly used by professional researchers and other intermediaries, rather than by people involved directly in business.

The main difficulty is one of gaining access to the information. Shaw explains that the databases available from the European Commission were originally developed for internal use. This means that their design is often inappropriate for the business person.

For example, the two main databases that she uses, called Celex and Ted, have different command languages with different sets of key strokes to access information.

Ted (Tenders Electronic Daily) is quite easy to use, says Shaw. If she were trying to find out what information had been entered on to the database today, she would enter "F" for find, "PD" for publication date and 890511 for today's date.

Celex, however, is more difficult. It is a legal database providing details about treaties and legislation, cases at the European Court of Justice, and proposals and resolutions of the European Parliament.

If a business were using Celex to search for changes to the laws governing the manufacture and marketing of scampi, for example, it

would need to know which of the 25 sections within the database to search. This requires considerable knowledge of how the Commission operates. It would be necessary to know whether the item might be found in, say, legislation, a directive decision or a parliamentary question.

Another difficulty associated with accessing information on Celex is the use of key words. In theory, a scampi manufacturer ought to be able to enter the word "scampi" to find out whether any of the legislation will affect the product. Unfortunately, this is not the case.

Shaw explains that with most European Commission databases, it is necessary to have some knowledge of the "Eurobable" used by the bureaucrats. She gives the example of one client searching for data about measures affecting car rental companies. Unable to find any references to the subject, he later discovered that he should have been using the word "auto-leasing".

Because of such problems there has been a move towards menu-based systems, which are easier for the layman to use because options can be selected from a list on the screen. A number of databases have been supplied with glossaries of key words and entries have been translated into plain English.

Shaw says that although her organisation has access to about 15 databases from the European Commission, it only generally uses two - Celex and Ted - when serving the needs of small businesses.

Celex might be used, for example, to discover if there had been any legislation on the right of professionals to practise in various EC countries. It also offers information about possible future legislation and so is often used by lobby organisations in Brussels. Not least, it gives them advance warning of proposals so that they can prepare their case before the debate.

Ted provides information about requests for tenders for public contracts, mainly for construction, offered by the EC's 12 member states and most of the Gatt (General Agreement on Tariffs and Trade) countries.

Shaw explains that Ted is particularly useful because it is updated daily. Many of the deadlines for tenders are only eight weeks after official publication on hard copy - too short a period to put together a serious proposal. So the database also offers details about proposals before they are officially available.

Another database commonly used is Spearhead, offered by the UK Department of Trade and Industry and Profile Information, the elec-

tronic data service. Shaw says that this is one of the easier services to use and offers information about measures being discussed and proposed, as well as those adopted.

Mike Gardner, deputy managing director of Profile, part of Financial Times Business Information, says that if the database is used properly it can show the effect that legislation will have in many sectors.

He gives the example of one client in the drinks industry who found that he not only had to list contents and additives on the outside of bottles, with special information and vocabulary in letters of a particular size, but he also needed to use a special type of glue to keep the labels on.

Two databases supplying information about the opportunities provided by the single market are Euroloc and Atrich. These services are offered by the European Policies Research Centre at Strathclyde University. Aims gives details about financial assistance available in the UK from the European Commission and the British Government.

Euroloc supplies information, but for the whole of the EC. Douglas Yuill, a director at the Strathclyde centre, explains that the service covers five main points:

- Is it available to the company looking for information?
- How much can the company get?
- What is the catch? Yuill says that few businessmen believe in free lunches.
- Where can further information be obtained?

However, despite the increasing number of services available and attempts to make them more user-friendly, not all of those involved in the industry are convinced that electronic databases are useful to the generalist.

"Many of these services only offer a first cut. In the wrong hands they can be positively misleading," says Michael Clarke, a consultant at C&I Belmont, a division of Coopers & Lybrand International. "You need to know a lot about both the company and the legislation to make a sensible search and avoid getting the wrong end of the stick."

Although a few of the databases appear easy enough for business people to use directly - for example, both Euroloc and a service called Info 92, due to be launched this summer by the Commission, use menus - it seems that if the company has to sift through a variety of databases, it is best to use intermediaries to do the searches. Otherwise the snails in Brussels could start spotting the scampi.

Call for more money to back ferrets in UK defence labs

Defence Technology Enterprises, the City venture which has been infiltrating "ferrets" into Britain's defence research establishments to find inventions that might be turned into commercial products, is seeking new investors.

DTE believes that it has discovered some promising ideas, such as the all-purpose family of laser sensors invented by the Royal Signals and Radar Establishment, Malvern, for which it has already signed eight commercial licence agreements. The laboratory has developed prototypes of sensors that can detect gases and measure the size of aerosol particles, for example. They can also be used to follow the behaviour of a complex fluid, such as the fermentation process in a bio-reactor.

Sir Francis Tombs, chairman of the Government's Advisory Council on Science and Technology, introducing a study of

UK defence research and development last week, drew attention to DTE's success.

The three-year-old company has welcomed UK Government plans to create a Defence Research Agency in 1991, giving its defence laboratories greater freedom to seek research contracts outside the defence sector. But DTE has found that more time and money must be spent on military inventions than its backers expected to turn them into saleable civilian products.

Some of the nine City investment houses which pooled venture capital to set up DTE in 1985 are no longer dealing in venture capital. Also, the company is broadening its interest in technology transfer beyond the defence sector, says Bernard Herdan, the chief executive. Outlining the new five-year plan, he said that it would become "an extremely profitable operation."

DTE is the brainchild of a

group of British investment houses led by Lazard Brothers. The aim is that it should act as a vehicle for the profitable transfer of defence technology into the civil sector. Its chairman is Mark Burrell, formerly of Lazard's and now a director of the Pearson group.

The company has placed its employees within four defence research establishments to ferret out inventions which have commercial potential. In principle, it has access to all of the MOD's research and development, except that of the Atomic Weapons Establishment, Aldermaston.

Its ferrets have compiled a portfolio of 500 promising inventions and the company is marketing 60 of them.

But DTE must become more than a technology broker, Herdan believes. It must be prepared to spend its own money on the military ideas, for example, to develop a demonstration that is credible to non-military

manufacturers.

In addition to the ferrets, DTE has begun to second researchers to MOD laboratories to help in the transfer of ideas to the civil sector. At the same time, UK defence companies have begun to invite DTE staff into their laboratories.

The company, based at Milton Keynes, has a team of 30, mainly technically qualified, people and a turnover of £750,000. Its investors have put in £1.8m.

It has negotiated about 40 licences, for which the licensees estimate that they will pay royalties to DTE of about £7.5m over the next eight years. A further 20 agreements, with the potential for earning another £18m over the same period, are being negotiated.

Herdan forecasts a £10m turnover for DTE within five years. But he is seeking another £2m of venture capital to develop more of the ideas found by the ferrets.

Talking of the company's appeal to investors, he points out that Lazard's has retained it to co-manage the Lazard Defence Fund, which specialises in providing venture capital to unquoted companies that are seeking new defence ventures. The fund has about \$4.5m invested.

DTE, although launched with Government backing, has been given no guarantee of support from the proposed Defence Research Agency, but Herdan is confident that the new agency will co-operate.

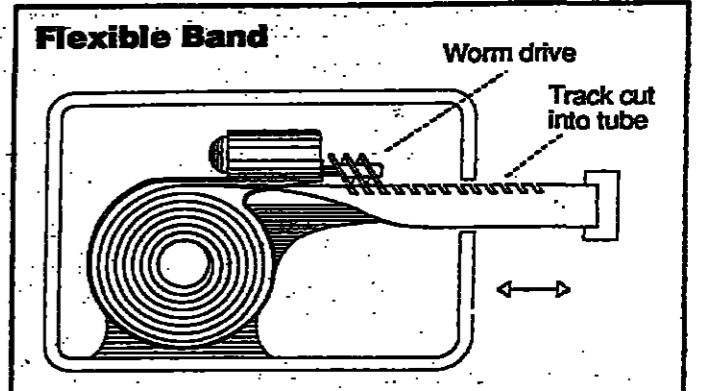
He cites, for example, the "technological maps" compiled by his ferrets to pinpoint pockets of expertise in four defence laboratories embracing 12,500 staff and a total budget of about £360m a year.

He sees the proposed agency as a mechanism for focusing Britain's defence research objectives more sharply on needs and returns, rather than on scientific challenges.

ONE IDEA which excites DTE owes nothing to ferrets and defence research. Two years ago an inventor in the company's home town of Milton Keynes invited it to exploit his patented idea for a composite material that can transform itself instantly - and reversibly - from roll into tube.

Colloquially known as the "collapsible conduit", the product's - and the eponymous company's - formal name is Flexible Band. It is a material which can be rolled up flat like a tape measure but unrolls to form a tube. Paul Foster, responsible for marketing it, says that a kilogram coil could, for example, be unfurled at the bottom of a mine to form conduits for cables or ducts for ventilating mine gas.

"Tent makers are showing an interest in using the band to make compact poles," says Foster. Put a mechanical drive on the coil and you might use it



to shoot a camera forward, as far as 30 ft. in response to a security alarm.

The material consists of a thin ribbon of beryllium copper alloy, but only 0.005 in thick. This is heated above its elastic limit and curved to form a tube. Then it is flattened again and fabric is glued on to both sides to produce the composite.

The fabric and glue serve to even out local stresses and

prevent rapid buckling, as happens with a flexible tape measure. Foster claims the composite can be seven times as strong as the alloy, yet it can be cut easily with scissors. It is inherently inexpensive because so little metal is used. British Steel is interested in making it still cheaper by substituting a cold-rolled steel of the kind used in flexible tape measures.

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Bonn and the Daimler deal

THERE ARE interesting parallels between the sale of the Rover car company to British Aerospace last year and the proposed takeover by Daimler-Benz of Messerschmitt-Bölkow-Blomh, the West German aerospace group. In both cases a private sector solution has been sought for a public sector-owned concern which over the years has cost the taxpayer large sums in subsidies. In both cases governments have been reluctant to look for anything other than a purely national solution, even though partnership with a foreign company might make better industrial sense.

The Government in Bonn is trying, in particular, to find a more efficient framework for the Federal Republic's participation in the European Airbus airliner project. It is welcome and overdue to see the fragmented structure of European aerospace co-operation. It is by no means clear, however, that a Daimler-MBB link offers the best solution.

The proposed takeover would produce one of the world's largest and most diversified high-technology groups, with turnover of around DM 80bn. One principal anxiety stems from fears of concentration in the German defence sector - an area which would make up around 10 per cent of the planned new company's sales. The Federal Cartel Office last month increasingly insisted on the grounds that it would give Daimler a market-dominating position in areas ranging from military aircraft and helicopters, missiles and aero-engines to defence electronics and space technology. But a large portion of state research spending in civilian areas like trucks would also be concentrated on the group.

Daimler irritation

Daimler-Benz and MBB are hoping that Mr Helmut Haussmann, the Economics Minister, will overrule the Cartel Office. Mr Edgar Reuter, the Daimler chairman, is increasingly irritated over Bonn's waverings. He pointed out this week that it was the Government that suggested the Daimler-MBB transaction in the first place.

Pressure on Panama

FORMER US President Jimmy Carter, always noted for his willingness to believe the best about other people, thinks General Manuel Noriega genuinely believed his tame candidate, Mr Carlos Duque, would be elected President of Panama in a fair fight, and only decided to try to "steal" the election when he saw that Mr Duque was losing. Some support for that thesis comes from the fact that Gen Noriega made no public appearance for two days after the vote, suggesting that he was taken by surprise.

That would be a relatively encouraging state of affairs, for by far the best outcome of the crisis would be for Gen Noriega to step down voluntarily, accepting the election for what it clearly was: a massive vote of no confidence in him. There should be pressure on him to do that from within the armed forces as well as from the opposition and the church, which played a very important role in monitoring the vote and exposing the attempted fraud. There is pressure in the same direction from Panama's neighbours, Colombia and Costa Rica, and from the other members of the Group of Eight, an association of Latin American democracies which Gen Noriega unwisely allowed Panama to join. (It was suspended early last year and now faces probable expulsion.)

Bush's plea

President George Bush has called on foreign governments generally to urge Gen Noriega to respect the election results. European governments as well as those closer at hand should respond to that call. The more isolated his regime is made to feel, the better the chance that Gen Noriega will be obliged to go quietly and soon.

It is probably with a view to stepping up such psychological pressure that Mr Bush has allowed US spokesmen to mention the use of military force among sanctions being considered. If military action were really contemplated, it would presumably be justified as an implementation of the popular vote. But the US Government lacks any legal authority to interpret the popular vote in that way, especially as the opposition candidate for whom the votes were cast, Mr Gull-

The second worry comes from the industrial justification behind the deal. Daimler-Benz's decision to move into the aerospace and electronics fields could cause damage to its core business of cars and trucks. Diversification on this scale is uncharacteristic of German industry, where specialisation has been seen as a main source of strength. The experience of conglomerates in the US and elsewhere is not encouraging. Daimler is already facing difficulties in integrating Dornier, AEG and aero-engine maker MTU, all of which were acquired in 1985. MBB is itself a product of a large number of separate aircraft and technology concerns merged over the years, and has been plagued by management problems. Its digestion will present Mr Reuter with severe corporate challenges over many years.

Close relationships

The third concern stems from the closely interlocking relationships between German banks and industry. Daimler-Benz, 28 percent owned by Deutsche Bank, has shareholders who allow management to concentrate on long-term strategy without being diverted by short-term profit considerations. While this can be beneficial, the question must be asked whether the concentration of economic and industrial power represented by the Deutsche Bank-Daimler combination is in West Germany's - or the European Community's - best interests.

In view of the legitimate doubts over the long-term effects of a Daimler takeover, it is still not too late to seek an alternative solution for Messerschmitt's future. The preferred outcome would be to avoid excessive concentration in the German defence industry and point the way towards a more rational structure for the European civil aircraft industry. This could involve links with other European companies such as British Aerospace. The formation of a very large industrial power represented by Germany is not the best way of creating the strong, integrated, European-wide corporations that are needed to meet US competition in aerospace.

lerno Endara, has said clearly that he opposes US military intervention and believes it would cause more problems than it solved.

That is surely true. The precedent of Grenada is a dubious one, since no plausible legal justification was ever produced for that intervention, and politically the circumstances in Panama are much less favourable. By intervening militarily the US would lose the moral and political advantages it now enjoys. A favourable reaction in Panama could by no means be guaranteed and Mr Bush would replace Gen Noriega in the dock of regional and international opinion.

Treaty abrogation

An even more crass reaction would be to abrogate the Panama Canal Treaty, as proposed by some right-wingers in Congress. This would vindicate Gen Noriega's claims about the US's true motives without even removing him from power. In fact, it is probably the one move that would bring him some genuine popular support.

Further economic sanctions are also said to be under consideration in Washington, but it is hard to see what could be meaningfully added to those already in place, which have plunged the Panamanian people into misery without having any visible effect on Gen Noriega or the armed forces. Moreover, whatever damage is done to the Panamanian economy will eventually have to be repaid, no doubt largely at the US taxpayer's expense.

Political and diplomatic pressure seems the best hope. If this does not work by itself, the US may have no choice but to consider supplementing the armed forces so long as, in future, they are loyal to a genuinely elected government. Allowing the General to escape trial for his drug-running activities would obviously be difficult for US domestic opinion to accept and may be legally impossible. But having him continue as effective ruler of his country is no solution either.

Margaret Thatcher

Margaret Thatcher's Government believes that a project called Scottish Enterprise is one of the most politically fruitful policies it has yet devised for its discontented subjects north of the border, if the likely tone of today's debate at the Scottish Conservative Party conference is anything to go by.

It is a plan to merge the Scottish Development Agency (SDA), which promotes industrial and commercial development, with the Scottish operations of the Training Agency (once the Manpower Services Commission) to combine enterprise development in Scotland with the training of the labour force. For months it has been the big talking point for Scotland's elite: no fewer than 420 organisations, local authorities, chambers of commerce and individuals have deluged the Scottish Office with their views on it.

Scottish Enterprise would not be a merger, but instead it would operate through local agencies directed by unpaid boards on which businessmen would predominate.

Virtually everyone, including the Labour Party, welcomes parts of the scheme, especially the idea of Scotland getting some control over the Training Agency. But many people question how Scottish Enterprise will work in practice and whether it is the best solution for complex economic problems. Moreover, many as the Government denies it, many fear that Scottish Enterprise could mean the emasculating of the SDA.

"The Government risks destroying something that was very effective," says one close follower of the subject. "Instead of, as it expects, gaining from what is in reality a political initiative, it could reap the whirlwind."

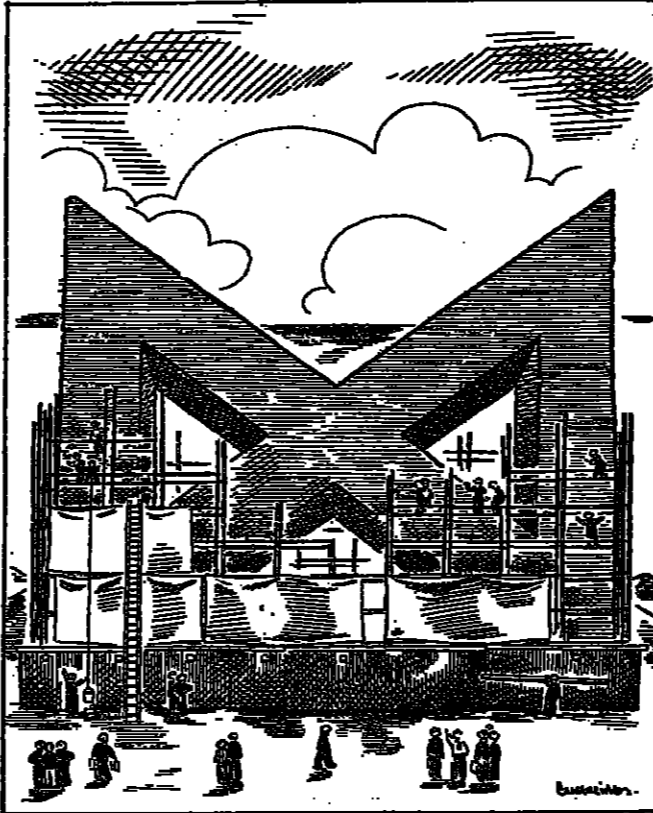
The local agencies of which there would be 16 outside the Highlands and Islands, would be the key bodies. Rival consortia would bid for a three-year contract to set up and run an agency under the eye of the new parent body, Scottish Enterprise.

Initially the agencies would deal only with industrial training - crucial for matching workers to jobs at a time when the labour force will be static as a result of demographic changes. Later they could take over some of the functions now performed by the SDA, such as property, planning, environmental improvement, and venture capital investment and loans. This would make them more powerful than the somewhat similar Training and Enterprise Councils (TECs) that Mr Norman Fowler, the Employment Secretary, plans for England and Wales.

The white paper says: "The concept stands or falls on the willingness of people of calibre to respond to this exciting challenge," but adds disingenuously: "Efforts to date to persuade the private sector to take greater interest in and responsibility for training have had disappointing results." However, it concludes from this that the private sector "can best be brought to centre stage by giving real responsibility to a strong, employer-based body - putting employers into the driving seat."

But are Scottish employers,

James Buxton looks at Tory plans to revitalise training and enterprise north of the border



Thatcher boost for Scotland

with their shaky record on training and often questionable success as entrepreneurs, the right people to run the local agencies? Such agencies would eventually take responsibility for large sums of public money - the combined SDA and Training Agency budget amounts to about £500m. Will able businessmen be prepared to devote up to a day a week to their local agency without financial reward?

Mr Bill Hughes, chairman of the CBI in Scotland, who originally launched the idea of Scottish Enterprise (to have it enthusiastically taken up by Mrs Thatcher within weeks), insists that businessmen must lead the training operation because they "are in the market place and know what it needs."

Mr Ross Clark, who runs a thriving enterprise agency in Hamilton, Lanarkshire, says the fact that his agency is directed by private sector executives - despite getting three quarters of its funds from the public sector - is essential to "making what we do palatable to the companies we deal with. They've had it up to here with public sector agencies."

Yet the white paper foresees the new agencies raising a

gradually higher proportion of funds for training from the private sector, so that "employers bear an increasing share of the costs."

Mr David Campbell, president of Glasgow chamber of commerce, says this "vague programme to withdraw state funding over an indefinite time period is a recipe for chaos." The usually respectful CBI says it doubts whether local agencies can be formed without "a clear commitment of continued funding by central government."

After a talk from a civil servant in Glasgow on Scottish Enterprise, members of the Institute of Directors complained that the scheme was "nebulous" on practicalities and there was scepticism over whether businessmen would want to get involved.

But employers in several parts of Scotland, are already taking up the challenge: in Fife, in Central Region and Lanarkshire, major employers, enterprise agencies, a university and regional councils are proposing to set up "pathfinder agencies" to prove the scheme. Enterprise agencies, part of the Business in the Community movement, are eager to take a big role in Scottish Enterprise.

Doubtless fear that even if the scheme can be made to work, the sprouting of new agencies, rivaling each other and often cutting across local authority and enterprise agency boundaries, could lead to a "Balkanisation" of effort.

No one has faced up to these dangers more boldly than the SDA itself. It proposes that instead of waiting for local agencies to spring spontaneously to life from the bottom upwards, with much of the process having to wait a year or two for legislation, the Government should continue to lead from the top downwards.

It suggests that what it calls area development companies should be set up as soon as possible, under private sector boards whose paid chairmen would be nominated by the Scottish Secretary. It thinks there should be just nine of them (instead of 16), based on and staffed from the eight regional offices which the SDA only recently set up.

Instead of progressing slowly from training to enterprise development, the area development companies would immediately assume four fifths of the functions currently handled by the SDA and take on the work of the Training Agency (and its staff) as well. They would co-ordinate the plethora of enterprise agencies, development companies, and local authority efforts.

To some, the SDA's radical proposal looks like an astute exercise in self-preservation: certainly the agency is not only losing top staff because of low morale and uncertainty over Scottish Enterprise, but there are fears that Scottish Enterprise is a cover for obliterating it altogether. To the Conservatives' continual annoyance, this Labour-created body is seen locally as being responsible for most of the recent successes of government economic policy in Scotland, leaving the Tories to take the blame for the failures.

As a notable concession to the Government, the SDA even accepts giving up its name and being renamed Scottish Enterprise - something which many of those commentators who the white paper says would be squandering an expensively promoted brand name. The SDA's critics, who include Mr Hughes, believe the SDA has an exaggerated idea of its effectiveness in helping Scottish business.

But they do not deny that it has a core of high calibre staff, good at spotting the potential of unprospering looking parts of urban and industrial Scotland and getting the private sector and local authorities to co-operate in exploiting them.

Mr Hughes has said that the only part of the SDA's alternative that he does not accept is its "top-down" approach. The last time he saw the scheme was "nebulous" on practicalities and there was scepticism over whether businessmen would want to get involved.

But employers in several parts of Scotland, are already taking up the challenge: in Fife, in Central Region and Lanarkshire, major employers, enterprise agencies, a university and regional councils are proposing to set up "pathfinder agencies" to prove the scheme. Enterprise agencies, part of the Business in the Community movement, are eager to take a big role in Scottish Enterprise.

BOOK REVIEW

The wealthy but ill-advised Sultan

The publishing industry spawned by the 1985 takeover battle for the House of Fraser in which the Al-Fayed Alexandrian trio triumphed over the tensions Mr Tiny Rowland of Lloyds, shows no sign of a decline in investment, or in output. On the contrary, the longer it runs the greater the number of people who become involved, the wider the issues, and the fuller the bookshelves become.

One of the central figures in the drama, albeit with a largely non-speaking role, is Sultan Hassan al-Bolkiah of Brunei. Mr Rowland has alleged that it was the Sultan's money which was used by the Al-Fayeds to buy Harrods, an allegation vigorously denied by both parties. But claims of such import stimulate protagonists and it is probably no coincidence that recent publications include two books devoted to the ruler of Brunei, but about two different men.

The more widely read book will be that assembled by James Bartholomew, a journalist who has worked for the Financial Times and more recently for the Far Eastern Economic Review. Mr Bartholomew's style identifies him as a member of the "black, box" school of authors and he follows the lead of Fortune Magazine and the Guinness Book of Records by tiling his volume The Richest Man in the World.

A flavour of what is to come is provided by the opening sentence: "The Sultan does not want this book to appear." Viewed against the laws, frightens informants and an admission that it is very difficult to acquire reliable information about the Sultan's activities follow quickly.

Yet despite the difficulties, Mr Bartholomew claims that his research has been exhaustive and that his facts are uniformly accurate, although not, presumably, his early assertion that Brunei can produce 168m barrels of oil a day.

Lord Chalfont does not claim much credit for researching his pretentiously titled By God's Will. And he quickly concedes that, as a non-executive director of the company which has the lucrative public relations account for Brunei, it would not be surprising if some people were to dismiss his book as an extension of that contract.

An admiring Lord Chalfont sees the Sultan, one of the world's last absolute monarchs, as a serious political figure, beloved by his people, who somehow has fallen victim to a hostile foreign press and to the "cultura gap" which prevents people in the West from comprehending a Malay Moslem civilisation. Mr Bartholomew presents him as a not very bright, self-indulgent, often rather absurd young man who controversially took a second

THE RICHEST MAN IN THE WORLD
 The Sultan of Brunei
 By James Bartholomew
 Viking, £12.95

BY GOD'S WILL
 A Portrait of the Sultan of Brunei
 By Lord Chalfont
 Weidenfeld & Nicolson, £14.95

wife, quarrelled bitterly with his father, elevated conspicuous consumption to new heights, and ended up being really rather miserable.

If the two authors edge closer on anything it is on the lack of wisdom demonstrated by the Sultan in his selection of business partners. The Sultan's catalogue of financial accidents ranges from the collapse of the National Bank of Brunei to a \$10m contribution to the Contras in Nicaragua which farcically ended up in the wrong Swiss bank account. As the Sultan said in an interview with this newspaper last August: "With hindsight I realise now that it would be better for me to negotiate any future business interests through established professional advisers who can give independent advice."

That may seem an astonishing admission for a man of such considerable personal wealth who is also the ultimate authority for the management of his country's enormous financial reserves, believed to be in excess of \$25bn. It is also a sobering statement for some of the 230,000 people of Brunei who, despite enjoying the present material benefits of the oil and gas price explosion of the 1970s, are right to be concerned about the vulnerability of a single-resource economy. Others are worried about the extent to which Islamic radicals are allowed to influence decisions, about the plight of members of the ethnic Chinese community who are denied citizenship, and, as more young people enjoy higher levels of education, about the willingness of the Sultan to divest some of his enormous power.

But who is going to tell the Sultan? Certainly not Lord Chalfont, while Mr Bartholomew's strident book will assuredly not see the shores of Brunei. A more interesting and informative study would centre on those who advise the Sultan. When I "interviewed" the Sultan last August, many of his answers were read from a prepared text. Asked a question not on the previously submitted list, the Sultan looked up, smiled and said: "What number is that?"

Roger Matthews

Getting away with murder

There's a nasty rumour abroad in Mecklenburg that this distinguished organ watches its own cabbage patch, the City of London, with less than optimal vigilance. This calumny is even going to be discussed next week, by our own hacks no less, on the newfangled technology of Gradation (audience 3.3, including mothers). A pre-emptive strike in the shape of fearless investigative journalism is clearly in order.

Thus, did you know that through the City is wallowing in a bloodbath there has been little effect on top people's salaries? The latest 1988 annual reports reveal all. John Craven, the new chief at Morgan Grenfell got £422,573 last year, a lot more than the £246,038 paid to the highest director the year before. George Mallockrodt, chairman of Schroders, took home £398,000, up exactly £100,000. Sir John Baring (Of That ilk) also earned £398,000, up from £305,000.

Jonathan Agnew, new boss at Kleinwort Benson, was paid a more modest £276,611 (and also has to make his own pension arrangements), though this was smartly up on his predecessor's £198,000. At Hambros, comparably austere, the top paid director got £288,000, up from £168,000. "These salaries all pale against Sir John Noit at Lazards who got over £210,000 in 1987 and whose 1988 takings have yet to be unveiled. But at least his firm made lots of money, which is more than can be said for Morgan or Kleinwort last year.

The explanations are, naturally, rich in the City's own special brand of logic. Morgan says that Mr Craven's salary, set by a committee of non-executive directors, three of whom are "eminent industrialists", was "adjudged on the basis that he had joined the bank at a particularly difficult time

La Loi

What with iron masks and Devil's Island, the French used to know how to deal with such excesses. But after 180 years, the Code Napoleon is being revised, no doubt long overdue, but apparently not along lines that necessarily meet the most urgent needs of the French penal system.

Pierre Arpaillange, the Justice Minister, is a lawyer and magistrate by career, and when he was appointed last year, he decided that the top priority was to update the penal procedure, starting with a revision of the system under which criminal investigations are conducted by a special magistrate. His view was evidently shared by at least one judge quoted in Le Monde: "This new penal code is just a flashy trinket. What we need... is a tool - procedure - and money. All the rest is just a gimmick."

President Mitterrand obviously prefers gimmicks to Mr Arpaillange. He surprised everyone with his New Year message, which called for the early activation of the revised penal code rather than procedures. And so it is coming to pass. Margaret Thatcher is not the only one who likes to take the law into her own hands.

Ryrie innocent

The demise of the rules

OBSERVER

to do a recovery job, and he is getting on with it." Kleinwort agrees that earnings are large compared to some parts of industry, but "are not out of line with the competition in the City."

Still awaited is news from Warburg. Last year its directors took a much-publicised cut in salary, though whether they can restrain themselves two years in a row must be doubted.

which put strict limits on private sector money for public infrastructure projects, such as roads, is not regretted in any way by the original author, Sir William Ryrie, now in Washington running the World Bank's International Finance Corporation affiliate.

The rules were the best that Ryrie could do at the time, he recalls. They were devised by a Neddy working party which he chaired at a period, in 1981, when there was a lot of talk about the possibility of involving private money in the public sector. He felt then that they reflected too much the theology of the Treasury and views of Conservative ministers of the time, when all were ruled by fiscal and monetary orthodoxy.

Even now he remembers, with frustration, the rigidity of the application of the PSBR which meant that everything in the public sector was managed by the needs of fiscal policy. So to the extent that the Ryrie rules have become more liberal, "I can only cheer."

Guilty plea

As temporary stewardship of these inches draws to a close, it is necessary to confess to the grave charge of inaccuracy in the first degree. The only mitigating circumstances are a willful and habitual disregard for the facts and an inability to master the intricate technology involved in producing this screed.

The first particular charge is that last week the slogan of a restaurant in Abbeville, Louisiana, was misrepresented. That is true, but this is a family newspaper.

The second, from a reader, alleges ignorance of soccer, on the grounds that Liverpool, in the Premier League, would be playing in the European Cup if English sides were allowed to compete. Guilty again, but the jury should take into account that soccer, of which to be ignorant is now bliss, except in Yemen, ceased to be interesting when R. Charlton and Edson Arantes do Nascimento retired.

The third is to admit that the ancient economy of Yemen was based not on frankincense and myrrh but on coffee, the output of which it monopolised until the end of the 17th century.

Finally, it seems that old jokes are being recycled. Just as some stories are too good to check, some old ones are too good not to retell. There is the one about an Englishman, an Irishman and a Scotsman...

Jurek Martin

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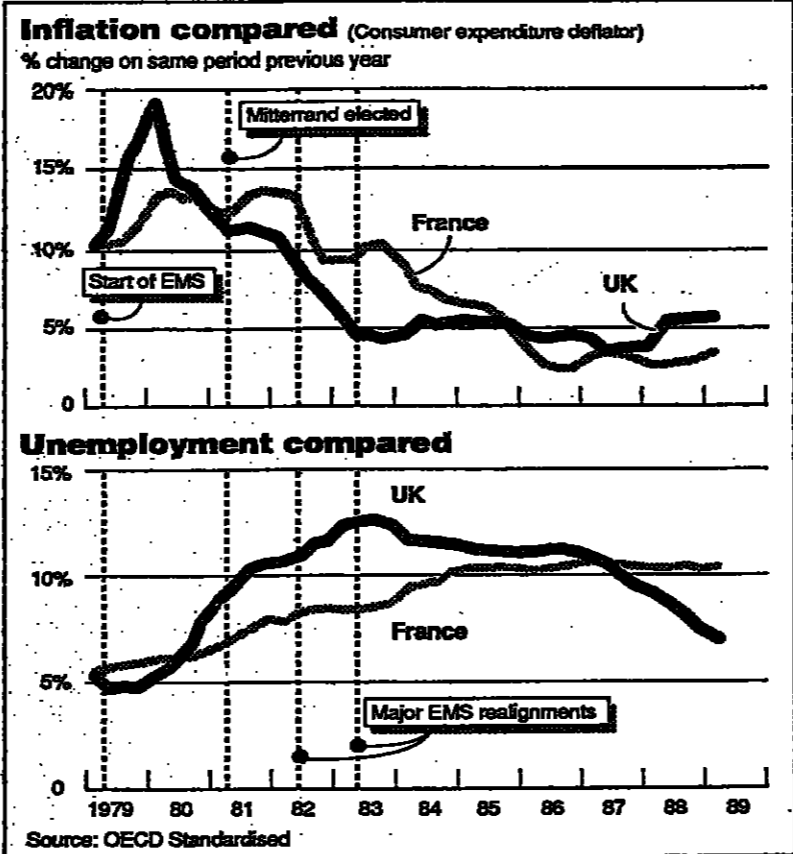
ECONOMIC VIEWPOINT

A realistic target for price stability

By Samuel Brittan

Perhaps the kindest explanation of the Prime Minister's failure to give the Chancellor support over taking mortgage interest rates out of the inflation index is that she hopes to benefit from a distortion the other way round by the time of the next election. For just as the mortgage interest rate distortions can boost the apparent inflation rate, they can bring it down. (The distortions have been avoided in the chart by plotting the consumer expenditure deflator.)

Chancellor inaugurated his short-lived DM policy - an earlier history quite forgotten by those who delight in bemoaning the episode. The arithmetic of the suggested price targets is not too difficult so long as one avoids a doctrinal dispute on whether wages cause inflation. Rapidly rising wages are an aspect of inflation - which will not be reduced unless wage rises come down at the end of the day.



Source: OECD Standardised

There are numerous forces at work which could push pay rises even higher. Although union leaders may cite so-called 3 per cent inflation, the impetus is coming from a very tight labour market, that is from the demand side. It cannot be a coincidence that after nearly a decade pay claims and industrial action are now occurring throughout the whole public sector from bus and rail workers to power workers and broadcasters. This comes after a period of very rapidly falling unemployment. Nevertheless, unemployment is still not far below 2 million or 6 1/2 per cent (we shall know the latest details today). It is said that this level could be below the NAIRU, the unemployment rate consistent with non-accelerating inflation. That would mean the actual unemployment rate would have to move back upwards.

which boomeranged afterwards, I know of no recent British occasion when this has occurred without a recession and rising unemployment. We might avoid anything as bad as 1980-81 when two million jobs were lost in manufacturing, but on conventional policies a mini-repetition of that episode seems unavoidable. The one ray of hope would be to take drastic action to affect labour market expectations. The obvious method is to use the exchange rate mechanism of the European Monetary System, not as a fetish but as a way of convincing employers and employees that the pound will not be allowed to depreciate in the longer term against hard currency countries such as Germany. (In the remote chance of Germany going soft on inflation, sterling would be able to realign upwards by modest amounts.)

LOMBARD

Time to speak out on trade

By Peter Montagnon

To Mr Frank Wolter, General Agreement on Tariffs and Trade, Geneva. Dear Mr Wolter, First of all, congratulations on your appointment as head of the new trade policies review division of the General Agreement on Tariffs and Trade. It is, of course, good to see that Gatt has chosen one of its own economists for this important job. For the rest of us, it is also reassuring that the task should have fallen to someone with the reputation for liberal and independent thinking which you acquired during your earlier period at the Kiel Institute for World Economics.

LETTERS

Old generators could carry the load

From Mr John Lyons Sir, It is difficult to understand how Mr Michael Spicer, arrives at his view (Letters, May 3) that when electricity supply is privatised existing generators "will not be able to change more than the prices offered by new entrants."

tora determined by contracts with the distribution companies lasting for several years, and that the existing generators will be required to supply the bulk of the country's generation for at least the next decade, if not longer.

at any given time. That will be as true 25 years after privatisation as it is now. The idea that new generators coming in at the margin will lead to the contractual price of existing generation being automatically reduced is, with every respect to Mr Spicer, not credible.

Less is best

From Mr Anthony Touche Sir, There are plausible arguments against pre-emptive rights. Raising more often a lesser amount of equity avoids the damage to the share price caused by an infringement of the issue which, to justify its trouble, needs to raise a significant amount of cash compared with the value of the outstanding equity.

On the road

From Mr Andrew Tylecote Sir, The case for electronic road pricing is even stronger than your leader ("The cost of a journey" May 8) suggests. Economists of all stripes agree that it is desirable, and difficult, to find taxes which raise revenue without seriously distorting economic activity. Road pricing used as a congestion - and pollution - tax would raise revenue by putting right such a distortion.

Managers must lead the way

From Ms Catherine Griffiths Sir, Your article ("Civil Service managers' need for better information systems" May 2) raises the question of whether better information systems will necessarily guarantee effective managers. In theory they should, but it is the calibre of the managers that will always determine the effectiveness of any information system and not the other way around.

some form of restructuring of the lines of communication within the organisation, a redefinition of job responsibilities and a need to ensure that historically collected but irrelevant data is cut out.

Great interest

From Mr Joe Durkan Sir, Your report (April 21) on the increase in the discount rate in West Germany describes a process of monetary policy formulation that defies belief. That process suggests the mechanism to reduce interest rates in West Germany is to let central bankers hear that firms will absorb higher costs out of profits. Can this be serious?

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FINANCIAL TIMES

Thursday May 11 1989

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Abortion time-bomb ticks away in Poland

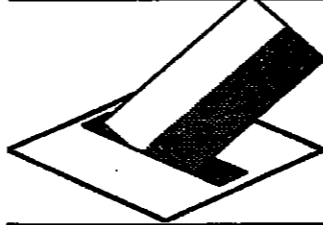
Christopher Bobinski reports on a key issue in the country's election campaign

POLAND'S LIBERAL abortion laws and attempts to overturn them are emerging as potentially one of the most divisive issues in the country's unprecedented parliamentary election campaign...



Lech Walesa, leader of Solidarity, after receiving the Human Rights prize from the Council of Europe in Strasbourg yesterday

Polish elections



This is the first in a series of articles which will appear on the European news pages ahead of the Polish election to be contested on June 4

Both sides of the political establishment know that, were the issue to be allowed to get out of control, it could even threaten the present political alignment in which Solidarity, backed by the Church, faces the authorities in an uneasy balance.

It is also a debate which provides a fascinating glimpse of the future divisions in a post-Communist, post-Solidarity Poland. And it highlights the considerable problems women face, and could conceivably provide a trigger for a women's rights movement extending beyond its traditional constituency of the intelligentsia to the shop floor.

Last Saturday, hundreds marched in Warsaw in protest against a move by some 76 parliamentarians to repeal laws passed in 1956. These, in effect, provide abortion on demand and would be replaced by a total ban and three years in prison for women convicted of having an abortion, as well as for the doctor conducting the operation.

Estimates on the number of abortions carried out each year vary from 400,000 to more than 1m, and the scale makes it clear that it is mostly a form of birth control. Supply of contraceptives, moreover, is erratic and the Church's opposition to anything but the natural forms of birth control explains low usage.

stuck to their guns but conceded that prison terms for women breaking the law could be debated. Outside parliament, about 100 demonstrators picketed the building. Like Saturday's demonstration, it was a motley crowd, comprising a handful of extreme left-wingers, some fractious unofficial Socialist party members, university students and plain liberal free-thinkers, whose instinctive loyalty in the past had been for Solidarity.

One such demonstrator carried a placard bearing the message: "Down with Both the Red and the Black Dictatorship." And for the first time for many years, Warsaw heard anti-clerical slogans chanted in good faith, as the march went past the residence of Cardinal Josef Glemp, leader of the Roman Catholic Church in Poland. There were also representatives from the official Women's League and from Bydgoszcz, a group of women who had organised themselves just

around this issue. "We were in Solidarity and active in the underground, too," said Ms Joanna Buszkowska, from the group, "but on this they are too much in the hands of the Church."

They boasted that in two hours they had collected 200 signatures from women in the local Telfa electronics factory on a petition against the repeal. This tends to confirm the experience of a woman's weekly newspaper, which has had letters from women in the cities uniformly against repeal, while those in the countryside oppose abortion.

Supporters of repeal also come from the groups which will populate the right wing of Poland's future political spectrum. Some 10 days ago roughly the same number demonstrated in Warsaw to have the ban imposed as marched in the pro-abortion demonstration. They ranged from a hard-line nationalist to Roman Catholic student groups, some close to pre-war nationalist tra-

ditions, others professing allegiance to Christian Democrats. For these marchers and their supporters, also collecting signatures on mass petitions mostly in churches, the 1956 law, apart from the moral and medical arguments put forward by the Church, was a Stalinist move to terrify and depopulate the country, thus weakening "the nation."

Roman Catholic Church support for the proposed ban on abortion is, of course, the key. For a few years now, the Church has managed to occupy a position between Solidarity and the authorities, helping both sides to reach last month's round-table accord, which brought Solidarity back to the political scene. Now the Church is well-placed to ask both to support its position on abortion.

The Government is also afraid of arousing the Church's ire in the run-up to the election. As for Solidarity, Mr Lech Walesa, when asked about abortion after a meeting last week with Cardinal Glemp, said: "Something must be done. We must stop murdering each other. I was a fourth child; I wouldn't have stood a chance." But even if Mr Walesa is clearly anti-abortion, his closest advisers, with their left-liberal backgrounds, equivocate, saying they are against abortion but do not want to see people in prison for terminating pregnancies. They are hoping this will get them through the next few weeks unscathed, as they are only too aware they still need the Church's support in the election campaign.

On the other hand, a clear pro-abortion stance would not only induce qualms of conscience for Solidarity's liberal elements, but also the movement's votes of women in the cities.

As for the Bank's analysis of trends in sectoral profit margins, the continuing weakness in the retailing sector, comes as no surprise. More puzzling is the wide disparity between the Bank's figures and aggregate company data which point to steadily widening retailing margins over the past decade.

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A narrow view of margins

THE HEAVY OVERSUBSCRIPTION of the \$1bn privatisation of Spain's Repsol and the increase in the size of a \$150m convertible for Ladbrokes yesterday are reasonably confident signals. But the bullish tone in international markets could easily be jeopardised by any further rise in continental interest rates and/or the US dollar.

Profit margins

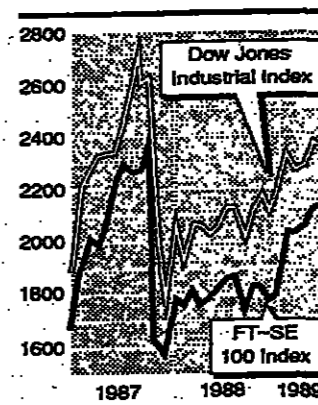
Is the Bank of England's discovery that profit margin growth in manufacturing industry may have been less rapid than suspected good or bad news for the equity market? The steady rise in margins since 1982 must be among the longest periods of profit improvement in UK history and is one of the primary reasons why the FT-SE All-Share Index has more than trebled over the period. However, an article in today's Bank of England quarterly bulletin argues that margins are not yet back to the peak levels of the early 1970s.

In terms of general economic policy management, this revelation is not particularly encouraging since it suggests that there is less fat, in terms of industry margins, to offset inflationary pressures at a time when the economy is slowing down. However, the message for the corporate sector is less clear-cut since it means that UK corporate profit growth has been surprisingly robust during a period when increased margins have become less important. Indeed, worries about the outlook for corporate profitability have been based partly on the assumption that UK industry cannot sustain these sorts of profit levels. If profit margins are not as high as first thought, then such fears may be overdone.

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which justify the response. Whether BAA gets away with its proposed charges does not matter; if there is any question of the MMC becoming involved, the freedom of the company has over its concessionary monopoly services may be challenged. Arguably, BAA got off too lightly when it was privatised two years ago, with no attempt made to break it up, and with price regulation applied only to revenue per passenger. Now that the Government has apparently changed its priorities to give consumers of industry margins, to offset inflationary pressures at a time when the economy is slowing down, the message for the corporate sector is less clear-cut since it means that UK corporate profit growth has been surprisingly robust during a period when increased margins have become less important.

Indeed, worries about the outlook for corporate profitability have been based partly on the assumption that UK industry cannot sustain these sorts of profit levels. If profit margins are not as high as first thought, then such fears may be overdone.

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ises that every aspect of the business needs overhaul, and has plenty of good ideas; but as consumers are not interested in buying either furniture or carpets at the moment, progress is rather hard to measure. Unless interest rates start to come down quickly, the buyout continues to look a serious mistake. After an interest charge of almost £20m, the company may only make £10m this year, and even on the bold assumption of a 50 per cent increase in sales density and increased margins to 10 per cent, profits would still seem to be stuck around £20m. While a p/e of 15 is scarcely deserved, investors seem reluctant to realise a loss of over 50 per cent in less than a year. Maybe they hope that Sir Phil Farris, who has done rather nicely from the whole thing, will shortly decide to lock in his profit and buy it all back.

But Volkswagen cannot live forever in the best of all possible worlds. Profits will eventually lose the momentum provided by strong volume growth, and VW will then have to push margins up to levels more in keeping with the rest of Europe's volume car sector. For if VW made a pretty impressive amount of money in 1988, some of the other volume carmakers turned in an even more creditable performance. The recent reporting season showed the specialist carmakers in some considerable difficulty; but volume carmakers had a truly splendid 1988.

If VW can carry on the process of catching up the margins of its competitors - the company's pre-tax margins may only have been 3.6 per cent last year, but that certainly beats 2.1 per cent the year before - then VW could outshine its rivals once demand finally eases. But with VW on a prospective p/e of 6 1/2 times, compared with the sparkling Peugeot on a p/e of only 4, some of that is probably already in the price.

Lowndes Queensway The first glimpse of Lowndes Queensway's figures is singularly unimpressive. Not only are they prepared as if Hamleys had been sold last August rather than yesterday, but a great bundle of reorganisation costs - amounting to about three times the £9m profit - has quietly been written off to reserves. Neither does the prose clarify matters. The management correctly recog-

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Rafsanjani backtracks on threat to West

By Victor Mallet, Middle East Correspondent

HOJATOLSLAM Ali Akbar Hashemi Rafsanjani, the powerful speaker of the parliament, yesterday backtracked on his recent suggestion that Palestinians should pursue a terrorist campaign against Westerners.

His comments in a sermon at Friday prayers last week outraged Western public opinion and drew fierce criticism from the US, the European Community and the Palestine Liberation Organisation, whose leadership has renounced terrorism in the search for peace.

Mr Rafsanjani was quoted by Tehran Radio yesterday as saying that he did not advocate

the killing of Westerners and his remarks had been misinterpreted. Although the relevant parts of his sermon - broadcast on the radio and monitored by the BBC - appear unambiguous, "if for every single Palestinian martyred in Palestine today they execute five Americans or English or French people - outside Palestine, not inside - they (the Israelis) will not repeat such wrongdoings," he said to chanting supporters at the Friday meeting.

Mr Rafsanjani, long regarded as one of Iran's more pragmatic politicians, also advocated hijacking and the blow-

ing up of Western factories, and it was assumed that he was trying to affirm his radical credentials and strengthen his bid for the presidency ahead of elections later this year.

His climbdown yesterday suggests that his comments were intended for internal rather than international consumption. Iran needs to rebuild its economy after the eight-year war with Iraq, and the government is conscious of the need for foreign participation.

Iranian newspapers reported yesterday that Ayatollah Ruhollah Khomeini, the country's spiritual leader, had approved the principle of for-

eign borrowing to finance major projects, for example in steel production or power generation. In the meantime President Ali Khamenei is on a visit to China and North Korea, and Mr Rafsanjani is planning a trip to Moscow next month.

In his explanation yesterday of the controversial sermon, Mr Rafsanjani said he had meant that Israel's oppression of Palestinians would naturally cause violent reactions. "I have always said that if the Americans want to eliminate terrorism they should dry out its roots... They should not allow Israel to do these things," he said.

Borrowing go-ahead, Page 6

Howe and Genscher to seek nuclear compromise

By David Goodhart in Bonn

A RENEWED EFFORT to seek a compromise within Nato over the future of short-range nuclear weapons will be the main theme of a luncheon meeting today between Sir Geoffrey Howe, the UK Foreign Minister, and Mr Hans-Dietrich Genscher, the West German Foreign Minister.

The Bonn Foreign Ministry said that Mr Genscher would be travelling without Mr Gerhard Stoltenberg, the new West German Defence Minister, but would not reveal at whose initiative the meeting in London had been arranged. Mr Stoltenberg will be returning to the US next week.

Two weeks ago Mr Genscher and Mr Stoltenberg unexpectedly flew to the US for what appear to have been fruitless talks about the differing positions of the US and the UK on the one hand and several European countries - led by West Germany - on the other.

West Germany is adamant that no decision should be taken on modernising the current short-range weapons until at least 1992 and that talks with the Warsaw Pact about reducing the numbers of such weapons on both sides should run parallel with the Vienna talks on conventional arms reductions.

The US and the UK are opposed to both positions but especially to negotiations.

In spite of the apparent impasse, there have been daily communications between the main countries involved trying to clear the ground for a compromise before the Nato summit in Brussels at the end of the month.

The pressure on Mr Genscher to revise at least part of the current German position is also now coming from within the centre-right coalition in Bonn.

The Christian Social Union, right-wing sister party to the Christian Democratic Union, is leading the campaign to patch up relations with the US and the UK and is prepared to drop the demand for early negotiations on the short-range weapons.

One possible area of compromise is to link negotiations on the short-range weapons to the achievement of satisfactory conventional balance in Vienna and to insist that a minimum number of the weapons must stay.

Mr Vernon Walter, the new US ambassador in Bonn and a key figure in the search for a compromise, said yesterday in West Berlin that he was confident that agreement would be reached before the Brussels summit.

Latin America and US join against Noriega

Continued from Page 1

ment added its voice to that of Peru on Tuesday night with a strongly-worded statement condemning the interruption of the vote-counting process and the publication of results "taken from adulterated polling station returns. The message was delivered to opposition leaders in Panama.

The two countries have promised to help co-ordinate a joint Latin American response to the Panamanian crisis and to "study the available options in order to guarantee respect for the will of the Panamanian people."

The involvement of Carlos Andres Perez, President of Venezuela, and Alan Garcia, President of Peru, is significant. Both have been very publicly opposed to US policy in other areas, including debt and Central America.

Leaders of ADOC, the opposition alliance, met ambassadors from the EC and the seven principal Latin American countries on Tuesday, to request their governments to recognise the legitimate election results.

Another meeting was being planned last night between the entire diplomatic community in Panama and leaders of Colombia, the pro-government coalition headed by Mr Duque.

Lord Young rejects key clause of Delors report

By Philip Stephens, Political Editor, in London

LORD YOUNG, Britain's Trade and Industry Secretary, yesterday underlined a growing conviction at Westminster that Mrs Margaret Thatcher, the Prime Minister, is determined to resist Cabinet pressure to take sterling into the European Monetary System.

In a three-stage process, the Bruges Group, a free-market pressure group, Lord Young launched a strong attack on the report prepared by the Delors committee of European Community central bankers which recommends a three-stage process leading to full monetary union.

He singled out a clause in the report which states that all Community governments should commit themselves at the "outset" to that final goal.

It is understood that Mrs Thatcher has repeatedly cited that clause as a key flaw in the argument of some ministers - including Mr Nigel Lawson, Chancellor of the Exchequer, and Sir Geoffrey Howe, the Foreign Secretary, that Britain should consider "signing up" for the first stage.

That stage envisages Britain, Spain, Portugal and Greece becoming full members of the EMS, but would not involve any changes to the Treaty of Rome. The ministers' argu-

Taiwan may use reserves to back debt strategy

Continued from Page 1

Mr Mulford appealed both to Mexico and to its commercial bank creditors - at present a long way apart - in talks due to resume in New York next week. But he said the gap between the two was not surprising at this stage.

At a time when the executive boards of the International Monetary Fund and the World Bank are in detailed discussions about their participation in the debt reduction strategy, Mr Mulford denied there was any "wrangling" in the two bodies over the issue.

Mr Mulford acknowledged, however, that some surplus countries had not provided the hoped-for backing. He said the US had appealed directly to some countries, including West Germany, for direct funding for the plan. But he noted that "the German Government has not been forthcoming and they've been less supportive of some of the concepts than we would like." The UK and other European countries have also had doubts about the transfer of risk from the commercial banks to the multilateral institutions, and ultimately to their taxpayers.

The only direct support so far has come from Japan with a promise of \$4.5bn.

However, the Soviet side's public comments on the Middle East were not quite so encouraging.

Mr Gerasimov pointedly reaffirmed Moscow's belief in the central role of the Palestine Liberation Organisation in the peace process, and the desirability of a Palestinian state. He hailed as positive, and likely to help in the construction of a "common European home", President Bush's forthcoming visits to Poland and Hungary. He added that the division of Europe was "one of the greatest mistakes of our predecessors."

US officials said a "strong sense" had emerged from the talks of the "real possibility for co-operation" over the Middle East. The official said Mr Shevardnadze had been "positive" and "encouraging, though not definitive" when Mr Baker urged him to recognise Israel.

Baker reassures Moscow

Continued from Page 1

The two sides politely brushed aside the prediction by Mr Dick Cheney, US Defence Secretary, that President Gorbachev's reform policies would fall to the Soviet side accepted Mr Baker's reassurances that Mr Cheney was not speaking for the Administration.

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WORLD WEATHER table with columns for location, temperature, and weather conditions.

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FINANCIAL TIMES COMPANIES & MARKETS

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INSIDE

Clouds without a silver lining

Alitalia. To the harassed Italian air traveller it has become a byword for unreliability. Even as new chairman Carlo Verri (left) celebrates today a shake-up of top management, over the horizon comes the threat of renewed strike action by the state airline's 1,500 pilots. John Wyles explains how just about every conceivable industrial dispute which could have hit Alitalia's operations over the past 18 months has done so. **Page 23**

A not so very peculiar practice

The £72m boost to reserves revealed in its 1988 accounts by industrial conglomerate Williams Holdings could prove a harbinger of things to come. For the increase - amounting to more than a quarter of shareholders' funds at its year end - came about through the company's application of new rules on accounting for costs of pension funds. Richard Waters describes the workings of Statement of Standard Accounting Practice 24 and explains why it could have significant ramifications. **Page 29**

The investors' island paradise

Jamaica, one of the world's smallest stock markets, is a hot spot for investors at the moment, surging to record highs in its last three trading sessions. Sharply higher corporate profits and the evaporating of political worries lie behind the rally, as Hilary de Boer reports. **Page 42**

South Yemen taps export gusher

South Yemen has found its ticket to the oil exporters club. For years it has been the poor relation of the Gulf, heavily dependent on aid from other Arab states. But by the end of this month output from oil exploration wells is expected to reach about 7,000 b/d. **Page 38**

The Volkswagen's not for turning

Don't retreat before growing union pressure for a further substantial cut in working time early next year. This was the message Carl Hahn, chairman of Volkswagen, had for fellow West German employers yesterday when he announced a substantial improvement in the motor group's profits. He said the company had made a healthy start to 1989, but blamed previous cuts in working time for Germany's relatively slow economic growth. **Page 32**

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Chief price changes yesterday

FRANKFURT (DM)		PARIS (FF)	
Bilbao	378.5	442	+ 23.2
Bayernbank	378.5	442	+ 23.2
HypoBank	288	442	+ 23.2
Veg	288	442	+ 23.2
Fella	403.5	1010	- 37.8
Karstadt	172.2	1584	- 54
Leffmann	323.5	842	- 28
Oroschbank			
NEW YORK (\$)		TOKYO (Yen)	
Bilbao	40 1/4	Kodak	2270 + 300
Avon Products	39 1/4	Taiyogo Kasei	814 + 38
Pub serv N.Mex.	11 1/4	Sumitomo	1290 + 120
Fella	26 1/2	Shimizu	1100 - 80
Backbuster Ent	76 1/2	Nishi Denki	570 - 47
Honeywell	103 1/2		
NVA	347 1/2		
LONDON (Pence)			
Bilbao	178 + 18	BEZ	508 1/2 - 11 1/2
Black Arrow	127 + 17	Bibby J	167 - 7
Bulmers	52 + 8	Bunzl	147 - 5
Chesterfield	127 + 8	Barton	207 - 8
Clayton	184 + 9	Essex Holdings	293 - 38
Ex Co Louisiana	205 + 13	Hopwoods	85 - 7
Front Gr	513 + 13	Marshall-Glen	735 - 13
Harwell Europa	150 + 8	Morley Dicks	505 - 23
Hoskins	455 + 15	Pied Pacific	446 - 7
Intech	351 + 20	Salco	108 - 6
WPP	638 + 10	Sant	238 - 8
Fella		Telegraph House	381 - 5
BAA	347 1/2 - 10 1/2		

Bond raises US\$290m amid dividend puzzle

By Chris Sherwell in Sydney and Gordon Cramb in London

MR ALAN BOND, the beleaguered Australian businessman, yesterday shed a centre-piece of his property portfolio, the 46-storey Bond Centre in Hong Kong, in a deal which raises some HK\$2.26bn (US\$290m).

The announcement followed another day of distress for Mr Bond in Australia, where the share price of Bond Corporation, his Perth-based master company, floundered at a three-year low of just A\$1. This stemmed from short-selling amid confusion as to whether the company had failed to pay a recent interim dividend on time.

Full control of the Hong Kong property is passing to EIB Dees, a partner of Japan, Mr Bond's partner in the prime commercial building. According to Bond, the Hong Kong disposal will bring a surplus of nearly HK\$1.08bn over book value for the locally quoted Bond Corporation International (BCI), in which Bond Corp owns 66 per cent.

Analysts described the

HK\$5.65bn value put on the Bond Centre as within expectations in the territory's booming property market, although BCI's net return is some HK\$570m short of the apparent worth of its stake.

EIB, a private company headed by Mr Harunori Takahashi, has pledged a third of any profits to BCI if it resells the Bond Centre within six months.

The deal, which is subject to approval by BCI's shareholders, follows their rejection in February of a Bond plan to take the Hong Kong company private.

In Australian markets yesterday, Bond shares fell 10 cents after a 3 cent drop on Tuesday, plunging back through the A\$1.12 level at which the group last month announced a buy-back plan for 10 per cent of its shares.

It emerged yesterday that the Perth Stock Exchange had asked Bond Corporation to explain why it had not paid a dividend on May 1, the date advised to the exchange. In reply, Bond Corporation said it had inadvertently given the wrong date, the correct one being May 31.

Bond Corporation said "consideration was given to bringing forward the payment of the dividend but it was decided this was not appropriate."

Bell Resources, its quoted associate, said its dividend had already gone out, following a computer malfunction.

Meanwhile, Bond Corporation also faces problems over a A\$400m (\$300m) equity investment in shares with the Western Australian state government in a proposed petrochemical plant. The plant has been thrown into jeopardy by the failure of the state parliament to pass legislation setting up a statutory authority to handle the government's stake.

Bond Corporation originally put A\$225m into the A\$1bn plant, and the Western Australian government A\$175m. But the bulk of the money went to Mr Laurie Connell, one of the project's original backers, to help him remove A\$350m of loans in Rothwells, his failed finance house.

FT plans joint launch of Dutch newspaper

By Raymond Snoddy

THE Financial Times is planning to launch a financial and business daily in the Netherlands in a joint venture with Elsevier, the Dutch-based international publishing company.

The newspaper, which might be launched as early as this autumn, would be the most notable example so far of co-operation between Pearson, the publishing company that owns the Financial Times, and Elsevier.

Last September the two companies entered a strategic relationship involving an exchange of shares and the eventual possibility of merger.

Since then, the Financial Times and Elsevier, publisher of the influential Dutch daily NRC Handelsblad, have been looking at the possibility of entering the market for a business and financial newspaper.

Talks were held with the owners of Financiële Dagblad, an existing business newspaper, but the approach was rejected.

Mr Frank Barlow, chief executive of the Financial Times, said: "We are planning to launch a business daily in Holland in a joint venture with Elsevier."

His comment came on the day that the FT completed its purchase of Les Echos, the French business daily, in a cash and shares deal worth £88m.

The FT acquired 67 per cent of the share capital of Les Echos last May. The French Government said the remainder could be acquired a year later provided Pearson remained an EC company.

Clearance to proceed has now been given and the deal has been completed. Between May and December the paper increased its circulation by 7 per cent and had a trading profit of £6.4m.

In the first quarter of this year trading profits were £3.5m and circulation was 10 per cent up on the same period last year.

Pearson also has a stake in the Financial Post, Canada's new business daily.

Last month Mr Pierre Vincken, chairman of Elsevier, said it and Pearson were continuing to talk to other companies about possible joint ventures in line with the accelerating concentration in the publishing industry.

Asia, the US and Europe were still target areas, although the Netherlands had moved to the back burner due to insurmountable obstacles in buying Financiële Dagblad, the Dutch financial daily, which opposed a takeover.

The pass-the-parcel was set off



Larchwood pays £22m for Hamleys

By David Waller

HAMLEYS, the London toy shop, yesterday changed hands for the fourth time in as many years when it was bought for £22m (\$36.5m) by Larchwood, a California-based toys business, from Lowndes Queensway.

Nine years later, Burton Group bought Debenhams and in 1986 Sir Ralph Halpern put the business up for sale, selling it to Harris Queensway.

Sir Phil Harris paid £30m for a fierce tussle with Woolworth, which also wanted to get its hands on the brand name. He declared that he wanted to expand the stores across the nation. Two years later the expansion strategy turned out to be an abject failure.

This became clear in May 1988. Harris's profits tumbled - from £50.1m to £16.93m. Shortly before it fell victim to a takeover from Mr Gulliver, the group admitted that the expansion of the shop into provincial towns had proved "inappropriate in relation to its image and trading position".

A consolidated net operating profit of £2.24m in the year ended January 1988 had turned into a loss of £4.06m in the year to January 1989.

What went wrong? According to Mark Husson, a retail analyst at Morgan Stanley, the charm of the Regent Street shop simply could not be replicated in the provinces. Mr Gulliver made it clear that Hamleys would be sold to cut the buy-in team's gearing. Analysts say the price at £22m (£18m in cash) is not ungenerous - but the fact that it is £8m less than Sir Philip Harris paid three years ago speaks volumes for the depressed state of the retail sector.

Lex, Page 26

Pan Am prepares to take off on flight of fancy

Anatole Kaletsky examines the audacious takeover proposal announced this week for Northwest Airlines

IN THE pre-history of Wall Street, before the dawn of the age of leveraged financial engineering, the idea of Pan Am rising £30n to buy NWA would have seemed so preposterous nobody would even have bothered laughing.

NWA is the parent company of Northwest Airlines, the fourth biggest US air carrier. Not only does it have 80 per cent more revenues and four times the stock market capitalisation of Pan Am, it also happens to be one of the hottest properties on Wall Street.

The reasons for NWA's popularity with takeover artists are now familiar, though they were just as obvious to Wall Street analysts six months ago, when the company's stock was selling for \$50 instead of \$108 a share. NWA is the biggest US carrier in the rapidly growing trans-Pacific market and owns some valuable Tokyo real estate which could be readily disposed of.

By taking over Republic Airlines three years ago, it has created near-monopoly franchises in several key airports in the Northwest US, including Detroit and Minneapolis. Its leverage, at 95 per cent of total capitalisation, is very low by airline industry standards, allowing plenty of scope for borrowing to finance a bid. Last, but not least, its current management has not performed impressively.

In view of all these factors, it might have been hardly surprising that numerous well-financed groups of bidders announced plans to bid for NWA after Mr Marvin Davis, the Los Angeles millionaire oil man, put the company into play two months ago. But what is Pan Am doing casting its net into the ring?

Pan Am, after all, is a company with a negative net worth of \$306m, \$900m of its own long-term debts and a nine-year record of uninterrupted losses accumulating to \$1.8bn. It stands in such low esteem on Wall Street that its bonds carry the highest yield of any non-bankrupt securities traded on the New York Stock Exchange, paying an interest rate of 18.9 per cent.

Even more significantly, Wall Street's disdain for Pan Am appears to be shared by its peers within the airline industry. For several years, Pan Am has been trying to be taken over or recapitalised by a financially stronger partner. Yet despite the merger mania in the US airline industry,

PAN AM		NWA	
160	Fleet	312	
22,000	Employees	38,400	
\$3.57 billion	Revenue	\$5.65 billion	
(\$72.7 million)	Net income (loss)	\$136 million	
\$2.15 billion	Total assets	\$4.37 billion	
\$2.45 billion	Total liabilities	\$2.73 billion	
\$882.90 million	Long-term debt	\$375.30 million	

not a single serious bidder for Pan Am ever came forward.

In a more conservative financial age, these setbacks would have made it unthinkable for Pan Am to try to buy a company more than four times its size, in terms of market capitalisation. In terms of market capitalisation, Pan Am's failure to attract any buyers for its own business, was the best reason for mounting a bid for NWA.

What Pan Am seems to be doing is inviting NWA's board to undertake a massive leveraged recapitalisation which would satisfy NWA shareholders, who are impatient for immediate capital gains, and rescue Pan Am at the same time.

And while Wall Street's initial reaction to the idea was sceptical, the more analysts look at it, the more it begins to make sense. Not only from a financial, but also from an economic and managerial point of view.

Given the plethora of other potential offers for NWA, Pan Am's approach could be the only workable one. If the condition is satisfied, Pan Am will have to be able to borrow more money to pay out to shareholders than any of the other bidders.

Despite its own financial weakness, there is one obvious reason why Pan Am may be able to do this. By joining forces, the two companies would create easily the most comprehensive international route system of any US airline, since NWA's strength across the Pacific is matched by Pan Am's across the Atlantic, where Pan Am is still the biggest

single carrier.

Most analysts on Wall Street share the view that operating synergies would enable Pan Am to pay more for NWA than any non-airline bidder, while any financially strong airline would be stopped from buying NWA on anti-trust grounds. Pan Am's huge accumulated losses would also shelter the combined company from all taxes for at least the next three to four years.

Ironically, however, the very synergies that could be generated by a merger between the two airlines would also be the biggest problem for a Pan Am bid.

According to one Wall Street analyst, "the pilots' unions are going to be the kingmakers in any deal" because even the financing for a takeover might well be contingent on union agreements which guaranteed no future labour strife.

Even if the bid by Mr Thomas Plaskett, Pan Am's chairman, for NWA were to fail, it could yet help achieve his ambition of making his airline once again a great international carrier.

According to Mr John Eichner of SH & E, a leading New York aviation consultancy, Pan Am's new aggressiveness in bidding for NWA and trying to create a new "mega-carrier" to rival American and United Airlines could have an unexpected side-effect.

If a merger between Pan Am and NWA starts to look like a genuine possibility, either United or American could be drawn into buying Pan Am instead - which may have been what Mr Plaskett wanted all along.

Repsol increases size of sell-off

By Peter Bruce in Madrid

HEAVY DEMAND for shares has forced Repsol, the Spanish oil conglomerate being partly privatised by the Government, to increase the size of its \$1bn flotation by 10 per cent and to limit drastically the allocation of shares to applicants.

Applications for the original 72m shares - or 24 per cent of Repsol - offered at Pta1,700 each closed on May 6 and trading begins today in the four Spanish stock exchanges and in New York. The increased offering values the flotation at Pta1,350m (£1.13bn), Spain's biggest and one of the world's largest this year.

The offer of 40m shares in Spain was oversubscribed three times and has been increased by another 4m shares. The interna-

tional tranche of 25m shares - 11m placed publicly in New York and the rest privately in Europe and Tokyo - was oversubscribed eight times and the international underwriters are likely to exercise their option to distribute a further 3.75m shares. Repsol's employees and distributors have bought 7m discounted shares.

Repsol said it expected the shares to rise sharply in the first few days of trading. The shares were reportedly already trading at 20 per cent above the offer price in a "grey" market in Europe.

The company said it had attracted some 400,000 new shareholders after a massive publicity campaign.

Repsol said yesterday it had decided to honour all applications worth up to Pta23,500. Applications between that and Pta1m get the first Pta23,500 and get 40 per cent of the rest of the bid. Applications worth Pta1m or more have been allotted just over 40 per cent of the shares bid for.

About 15 per cent of the national tranche has been allocated to Spanish institutions, with the rest largely going to small private buyers.

Trading in Madrid today is expected to be brisk, and brokers expect many small shareholders to offload quickly their purchases. It is also possible that many of the shares sold abroad will find their way back to the Spanish markets.

BP venture with Cepsa, Page 20

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INTERNATIONAL COMPANIES AND FINANCE

Volkswagen earnings soar 30%

By David Goodhart in Wolfsburg

MR CARL HAHN, chairman of Volkswagen, the West German motor group, yesterday appealed to his fellow employers not to retreat before growing union pressure for a further substantial cut in working time early next year.

Mr Hahn, who was announcing substantially improved 1988 profits and a healthy start to 1989, blamed previous cuts in working time for Germany's relatively slow economic growth and failure to reduce unemployment.

Some German employers have already accepted that strike action is probable next year when, for the first time since 1957, the contract covering most of the metal industry is renegotiated.

VW, which has a particu-

larly powerful trade union structure in Germany, will negotiate six months after the rest of the metal industry but will be strongly affected by whatever is agreed in the main negotiations.

VW's cost-cutting programme appears to be bearing some fruit, partly thanks to pressure on the union in Germany to concede flexibility or lose work to Seat in Spain.

Mr Hahn said costs in 1988 had been reduced by the planned DM1bn and that DM2bn would be cut this year. The domestic workforce is also due to fall from 127,538 to 124,000 by end-1989 and to 115,000 by end-1990.

But it was the turnaround in Brazil, Spain and the US which contributed most to the 30 per

cent rise in 1988 net profits to DM730m (\$407m). Group turnover rose to DM59,22bn from DM54,64bn; turnover was flat in Germany but 14 per cent up abroad.

Autolatina in Brazil turned a loss of DM189m in 1987 into a profit of DM228m. Seat of Spain rose from a loss of DM74m to a profit of DM18m, and VW in the US turned a loss of DM572m (reflecting plant closures) into a profit of DM117m.

Cash flow was up 3 per cent to DM5,02bn and earnings per share rose from DM37 to DM46, but the company declined to increase the dividend.

Pre-tax margins were up to 3.6 per cent (2.1 per cent) but the company's aim is 8 per cent. The current year started

strongly with a 25.7 per cent rise in first-quarter earnings to DM181m.

Mr Hahn said sales for 1989 should remain above last year's with "a corresponding increase in profits," but he admitted to difficulties in the US market where there are large unsold stocks. Sales of cars with diesel engines have also been hit but they now represent only about 15 per cent of all cars.

Preussag, the metals and commodities group, is to pay a DM5 share dividend for 1988, its first payment since 1985, reports Reuters. In February the group planned a dividend of between DM1 and DM5. Preussag's 1988 group turnover rose to DM11.8bn from DM10.42bn previously.

BASF maintains dynamic growth

By Our Financial Staff

BASF, THE West German chemicals group, yesterday reported a 25.7 per cent rise in first-quarter group pre-tax profits, and said the dynamic earnings growth it achieved in 1988, a record year, had continued.

Group pre-tax profits were DM905m (\$471.4m) against DM720m a year earlier. Group turnover rose to DM11.97bn from DM10.54bn. Parent company pre-tax profit rose to DM489m from DM343m, on turnover of DM5.9bn against DM5.19bn.

In 1988 the West German chemical giant posted record group net profit of DM1.41bn. BASF said while sharp price rises in raw materials could not be fully transferred into higher product prices, earnings growth was sustained. Steady high demand for chemicals, plastics, dyes and finishing products led to even better capacity utilisation and, in turn, to more cost cuts.

In agricultural, the mild winter helped boost sales, while restructuring measures and higher crude oil prices helped the once loss-making Wintershall refinery return to the black in the first quarter.

The North American and Japanese operations showed above-average growth in the first quarter. But austerity measures introduced by Venezuela and Brazil led to sales and earnings declines.

Spanish banks register gains

THE BANCO Hispano Americano group, one of Spain's big six commercial banking empires, has posted consolidated first-quarter pre-tax profits of Pta13.8bn (\$116m), a 29.2 per cent increase on the first three months of 1988, writes Peter Bruce in Madrid.

Banco Central, the country's second biggest bank, made first-quarter pre-tax profits of Pta11.8bn, up just 11.9 per cent on the same period last year when it included large extraordinary gains made by selling property and other assets.

Newmont seeks contempt ruling against Minorco

By Kenneth Gooding, Mining Correspondent

NEWMONT MINING, the leading US gold producer, last night asked a New York court to find Minorco, the South African-controlled investment company, in contempt because of alleged breaches of the injunction which prevents Minorco completing its £3.5bn (\$5.81bn) takeover of Consolidated Gold Fields, the UK diversified mining group.

All that stands between Minorco and control of Gold Fields is the New York injunction which Newmont continues to pursue, even though Gold Fields, under pressure from the UK Takeover Panel, withdrew from the case on Tuesday. Gold Fields owns 49 per cent of Newmont.

Minorco, which owns or has acceptances for nearly 55 per cent of Gold Fields, has until

midnight next Wednesday to have removed the injunction which prevents it buying any more shares in the target company.

Newmont's aggressive stance yesterday - it alleged Minorco breached the injunction by going to the panel and by attempting to procure a bid for Newmont - suggests that hope of an amicable arrangement is further away than ever.

Minorco is hoping that a full bid for Newmont, which would cost at least £2bn, will emerge from one of the five North American groups which have already expressed some interest.

One of them, American Barrick Resources of Canada, yesterday denied market rumours that it was about to bid but

admitted: "If Newmont was for sale we would naturally want to look at it."

Newmont's share price moved up another 31¢ to 40¢ yesterday. Gold Fields' share price dropped by 5p to £13.23, nearly £2 below the bid value.

Sir Michael Edwards, Minorco's chief executive, described Newmont's latest move as "a spoiling tactic." It was "absurd" for Newmont to seek for Minorco to be further penalised for obtaining a ruling from the UK Takeover Panel in respect of a British bid.

There was no reason why Minorco should not procure a full bid for Newmont as this would "resolve the alleged anti-trust concerns expressed by Newmont."

Deutsche Bank increases partial operating profits

By Haig Simonian in Frankfurt

FIRST-QUARTER partial operating profits at Deutsche Bank, Germany's biggest, climbed by 14.2 per cent at group level, according to Mr Alfred Herrhausen, chief executive.

Full operating profits, which include gains from trading on

The trend has continued this year, suggesting interest income and partial operating profits will be reduced in 1989, said Mr Hans Peter Lins, the chief executive.

Full operating profits, which include gains from trading on

Both figures were measured against 3/12ths of last year's earnings, which suggests partial operating profits for the quarter of around DM885m (\$462m).

Continuing buoyancy on the lending side pushed interest income 4 per cent higher in the period, despite renewed pressure on lending margins. Fee income jumped by 10 per cent.

Asked if the dividend, an unchanged DM12 a share for 1988, would be raised, Mr Herrhausen said: "If business continues as it has done so far then we will have to think very seriously about a solution which will be in your interests."

Partial operating profits at Bayerische Landesbank, the big West German bank, fell by 6.4 per cent to DM490.5m last year, largely as a result of increased pressure on lending margins and higher costs.

Alfred Herrhausen: thinking about a dividend increase

the bank's own account, declined by 5.3 per cent to just under DM600m last year.

However, Mr Lins said the earnings were still "satisfactory" in view of the adverse factors affecting profits last year, notably the flatter yield curve, to which Landesbanken are particularly vulnerable.

The bank meanwhile is paying an unchanged 7 per cent dividend to its shareholders - the state of Bavaria and regional savings organisations.

La Générale plunges into net deficit of BFr2.4bn

By Tim Dickson in Brussels

SOCIETE Générale De Belgique, the giant Belgian holding company which plans to float 12 per cent of its shares later this year, announced in Brussels yesterday that its net losses in 1988 amounted to BFr2.4bn (\$60m), compared with an after-tax profit of BFr3.6bn for 1987.

The results of the group, much in the news last year when it fought off a fierce takeover attack from Mr Carlo De Benedetti, the Italian businessman, were broadly in line with, though not identical to, forecasts made in December.

But the numbers will still be studied closely by European investors, whose confidence in the new management to produce a genuine growth strategy for the next few years will determine the outcome of the forthcoming share sale.

The company said yesterday it was still "technically possible" for the flotation to take place next month, but when asked to indicate the possible timing it refused to comment.

It has never been any secret that Compagnie Financière de Suez, the French investment bank and "white knight" which came to the rescue of La Générale's management, has borne a heavy financial burden as a result of its Belgian excursion.

The 12 per cent stake - currently owned by Suez and its Belgian allies - would raise BFr20bn-BFr25bn at an issue price of between BFr4,000 and BFr5,000 (the current share price is around BFr4,700).

The tactics of the La Générale management - spearheaded by the former Midland Bank director Mr Hervé De Camy, chief executive, and the company's new chairman Viscount Etienne Davignon - has been to put as much of the bad news as possible into the 1988 results, leaving the way clear for a sparkling 1989 financial performance.

The announcement yesterday was that restructuring charges mainly at FN, the armaments manufacturer, Gechem, the chemicals concern, and Générale Trading Company worked out at BFr11.9bn (against the forecast of BFr10.5bn to BFr12bn), producing a net loss of BFr2.4bn, a shade higher than the BFr2bn thought probable at the end of last year.

For the current year the company is now forecasting a net operating profit of "at least BFr15bn (compared with BFr11.2bn in 1988) before taking into account exceptional items."

This positive trend "ought to continue beyond 1989 in view of the positive effect of the restructuring and the efforts undertaken."

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This announcement appears as a matter of record only.

11th May, 1989



THE FUJI BANK, LIMITED

(Kabushiki Kaisha Fuji Ginko)

(Incorporated with limited liability under the Commercial Code of Japan)

10,000,000 Shares of Common Stock

(par value ¥50 per share)

Issue Price ¥3,262 per Share

Yamaichi International (Europe) Limited

Kleinwort Benson Limited

Morgan Stanley International

S.G. Warburg Securities

Daiwa Europe Limited

Merrill Lynch International Limited

The Nikko Securities Co., (Europe) Ltd.

Nomura International

Banque Indosuez

Banque Paribas Capital Markets Limited

Baring Brothers & Co., Limited

Commerzbank Aktiengesellschaft

Credit Suisse First Boston Limited

Daito Securities Co., Ltd.

Deutsche Bank Capital Markets Limited

Dresdner Bank Aktiengesellschaft

Robert Fleming & Co. Limited

Goldman Sachs International Limited

J.P. Morgan Securities Ltd.

Nippon Kangyo Kakumaru (Europe) Limited

Salomon Brothers International Limited

Shearson Lehman Hutton International

Société Générale

Swiss Bank Corporation

Taiheiyo Europe Limited

UBS Phillips & Drew

Wako International (Europe) Limited

Westdeutsche Landesbank Girozentrale



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Preliminary Results Year to 31st January, 1989 (unaudited)	
Sales	IR£1,371.0m +18%
Pre-tax Profit	IR£256.4m +54%
Earnings per Share	47.0p +69%
Dividend per Share	4.372p +10%

Extract from the Chairman's Statement:

In this, our 25th anniversary of going public, and a year of unparalleled achievement for your company, pre-tax profits at £236 million are fifteen times the figure of a decade ago and six times that of just three years ago.

Earnings per share for 1988/89 were at an all time high, up almost 50% on the previous year.

We are proud that your shares have appreciated since going public in June 1964 by an average compounded rate in excess of 30% per annum - the best performance on the Irish Stock Exchange during this period. Anyone who invested £1,000 in the company twenty five years ago, and reinvested

their dividends, will have seen their investment grow to £670,000 at the close of business on 1st May, 1989.

Our intention is to continue implementing major cost reduction programmes by investing in new equipment and by employing the latest techniques. In 1988/89 capital expenditure totalled some £82m, up 136% on the previous year. This reflects our confidence in the future prospects both for our industry, and for your company, in the next decade.

Richard Smurfit

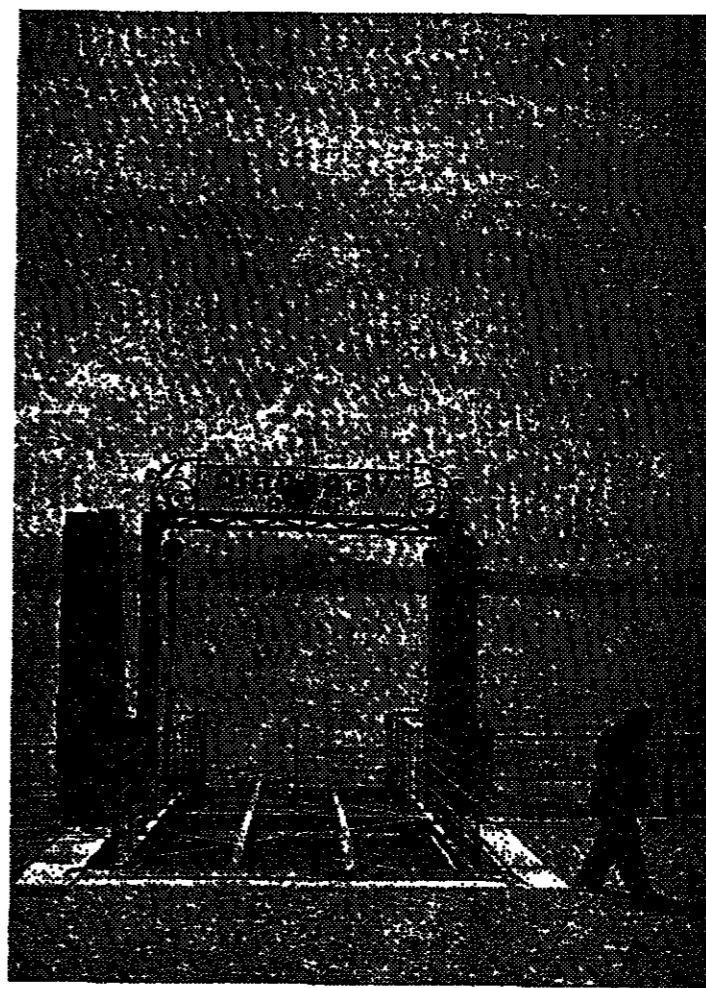


Jefferson Smurfit Group plc

Setting New Standards of Excellence

“The key to global performance is understanding local markets.”

When you're searching for opportunities in global finance, experience shows that any answer also poses questions: Does a cost advantage outweigh the price risk involved? Can risks be mitigated through hedging or other strategies? How can implicit yield and currency considerations affect total return? For investors and borrowers alike, J.P. Morgan's worldwide financial network is unequalled in its ability to anticipate the questions and supply the answers. By providing local-market intelligence viewed within a global context, we can help you make the right moves when the timing and circumstances are right for your objectives.



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JPMorgan

INTERNATIONAL COMPANIES AND FINANCE

Deutsche Bank AG

Frankfurt am Main
(Incorporated in the Federal Republic of Germany with limited liability)

Notification of Dividend

The Ordinary General Meeting on May 10, 1989, has resolved to distribute the distributable profit of the financial year 1988 being DM 425,432,712 and has approved the payment of a dividend of DM 12 per share of DM 50 par value.

The dividend will be paid less 25% capital yield tax against submittal of Dividend Coupon No. 51 at one of the paying agents listed in the Federal Gazette (Bundesanzeiger) of the Federal Republic of Germany No. 87 dated May 11, 1989. In accordance with the English-German Double Taxation Agreement of November 26, 1964, as amended in the protocol of March 23, 1970, the German capital yield tax is reduced from 25% to 15% for shareholders resident in Great Britain. To claim this, shareholders must submit an application for reimbursement within four years from the due date. This application is to be addressed to the Bundesamt fuer Finanzen, Friedhofstrasse 1, D-5300 Bonn 3.

Under the German corporation tax system effective as of January 1, 1977, a tax credit amounting to 9/16 of the dividend declared is linked to the dividend. However, shareholders resident outside the Federal Republic of Germany and Berlin (West) are not entitled to this tax credit.

In Great Britain payment will take place against presentation of Dividend Coupon No. 51 through the following banks:

Deutsche Bank AG, London Branch, 6, Bishopsgate, London EC2P 2AT.
Midland Bank plc, Securities Services UK Department, Ground floor, Suffolk House, 5 Laurence Pountney Hill, London EC4R 0EU.

The dividend payment in Great Britain is made in Pound Sterling converted from Deutsche Mark at the rate prevailing on the day of submittal of the dividend coupon.

Frankfurt am Main, May 1989

Board of Managing Directors

Viacom suit challenges Warner link with Time

By Roderick Oram in New York

THE FIRST anti-trust challenges to the proposed merger of Time and Warner Communications have been raised in a lawsuit by Viacom, a cable and broadcast television group.

Viacom is seeking \$2.4bn in damages from Time for allegedly using its power as the second largest operator of cable television networks in the country unfairly to promote its own pay-TV film services at the expense of Viacom's services. Viacom says the competitive acts date back to at least 1980 and will worsen after the merger.

Time dismissed the allegations, saying many of them "rehash issues that have been periodically raised for more than a decade." The Justice Department, for example, has examined competition in pay-TV five times since 1980 without taking any action. The department has already cleared the merger.

Some industry observers believe, however, that Viacom has a credible case. The company also has intimate knowledge of Time's operations and many of the cable deals described in Viacom's suit.

Mr Frank Biondi, Viacom's chief executive and former head of Time's Home Box Office pay-TV film operation, has hired some half a dozen senior executives from Time over the past three years.

In addition to being a leading cable operator, Time is also the largest supplier of pay-TV programmes. Its Home Box Office and Cinemax film services have about 28m subscribers against less than 9m for Viacom's Showtime and The Movie Channel.

Time cable networks carry Showtime in some local markets but fail to promote it or put it on the best channels, Viacom alleges. In addition, HBO, for example, refuses to provide marketing money to local operators unless they agree not to promote Showtime. Time is also offering Cinemax below cost to win the number two industry slot from Showtime, Viacom says.

Poor start to year again at International Thomson

By David Owen in Toronto

INTERNATIONAL Thomson Organisation, the Canadian publishing and travel group which is poised to merge with Thomson Newspapers to form one of the world's largest information companies, has reported a small first-quarter loss from continuing operations, equivalent to the loss incurred in the comparable 1988 period.

An extraordinary item related to the sale in March of the group's oil and gas interests pushed net earnings strongly ahead, however.

The company said that first-quarter operating results were "not indicative" of the proba-

ble outcome for the full year.

In all, operating losses totalled US\$22m or eight cents a share, the same as a year earlier. The \$475m extraordinary gain propelled net earnings to an impressive \$453m or \$1.55 a share in the latest period. In 1988, earnings of \$14m from discontinued oil and gas operations resulted in a final net loss of \$2m. Sales rose by more than 20 per cent to \$747m from \$616m a year ago.

Information and publishing division earnings were ahead of 1988 levels, due largely to the much-improved performance of UK magazine, information services and

regional newspaper activities. Leisure travel-related income declined from a year ago, however. This was principally because of the inclusion of seasonal winter losses incurred by Horizon Travel.

Although Thomson anticipates a reduction in the number of highly discounted late season sales this year, it warned that competition remained intense and margins correspondingly slim.

On April 27, Thomson Regional Newspapers realised a net gain of around \$38m on the disposal of Reuters shares. The gain is to be included in second quarter earnings.

Merged Danish drug group well ahead

By Hilary Barnes in Copenhagen

NOVO-NORDISK, the Danish biotechnology group recently formed from the merger of Novo and Nordisk-Gentofte, two of the world's largest insulin producers, reported a surge in sales and profits in the first quarter of 1989. Sales advanced 23 per cent on a pro-forma basis to DKr1.98bn (\$266m), pre-tax earnings rose 33 per cent to DKr388m and net earnings were up 38 per cent from DKr197m to DKr267m. Earnings per share rose from DKr.29 to DKr.44 and per ADS from 85 US cents to \$1.15.

But the interim statement warned that the first quarter performance should not be taken as indicative of the performance during the rest of the year. First-quarter sales and earnings were influenced by a larger than usual contribution from Nordisk Gentofte, related to the conversion of distributors to wholly-owned subsidiaries in several important European markets.

The group also pointed out that sales and fixed costs increased sharply in the first quarter.

Sales by the health care division, which comprises the insulin and other pharmaceuticals operations, increased by 37 per cent to DKr1.36bn.

Sales by the bio-industrial division, which includes the Novo industrial enzymes operations, increased by 14 per cent to DKr517m.

The sales of the two companies in 1988 totalled DKr6.25bn and net profits were DKr661m. ● Faxe and Jyske breweries, both listed on the Copenhagen Stock Exchange, announced an agreed merger to create a group with sales of about DKr1.1bn and 1,100 employees.

Early surge at Saga Petroleum

By Karen Fossil in Oslo

SAGA PETROLEUM, Norway's largest independent oil company, yesterday posted a three-fold increase in first quarter net income, before extraordinary items, to NKr65m (\$8m) from NKr16m, helped by an increase in crude oil production volume and higher world crude oil prices.

Operating revenue in the period increased ninefold to

NKr158m from NKr17m.

First-quarter crude oil sales reached 4m barrels, against 1.5m barrels in the same period last year. For the whole of 1988 crude oil sales reached 6.5m barrels.

Saga forecast that total crude oil sales for 1989 would reach 16m barrels, of which the Oseberg oil field, in which it has an 8.61 per cent sharehold-

ing, would contribute some 40 per cent.

The Gullfaks and Statfjord oil fields, in which Saga's shareholdings are 6 per cent and 1.57 per cent respectively, are estimated to account for 35 per cent and 20 per cent of total crude oil sales this year.

Saga earlier said it was to launch a NKr500m subordinated convertible bond issue.

Spanish insurer branches into banking

CORPORACION Mapfre, Spain's biggest independent insurer, is to enter the banking business through a Pta14bn (\$118.6m) investment in Iuverbank, a small bank in Oviedo.

It is to take 90 per cent of the bank by subscribing to two rights issues and plans to group its current credit and mortgage operations under the bank's direction. It will also extend its branch network.

Mapfre further reports consolidated pre-tax profits of Pta4.1bn for 1988, 43 per cent up, and is to pay a slightly higher 30 per cent dividend.

Corporacion Mapfre, quoted in Madrid and Barcelona, is majority owned by Spain's biggest mutual company, Mapfre Mutualidad, which controls the group's large vehicle insurance business. The rest of group insurance operations fall under the Corporation.

The group is the largest Spanish insurer if one discounts the distortions introduced into the rankings by a surge in 1986 in single premium life policies. Most were offered by other insurers as a way of burying undeclared income from the tax authorities.

Mapfre never became involved, but most of its rivals face court actions brought by the revenue to force them to name policy buyers.

Sales by the bio-industrial division, which includes the Novo industrial enzymes operations, increased by 14 per cent to DKr517m.

The sales of the two companies in 1988 totalled DKr6.25bn and net profits were DKr661m. ● Faxe and Jyske breweries, both listed on the Copenhagen Stock Exchange, announced an agreed merger to create a group with sales of about DKr1.1bn and 1,100 employees.

SAFRA REPUBLIC HOLDINGS S.A. Luxembourg Dividend Payment

At the Annual General Meeting of the Shareholders held in Luxembourg on May 10, 1989, it was resolved that an initial dividend of US\$ 0.35 per common share be payable for the last two months of 1988.

The dividend will be payable from May 31, 1989 in respect of bearer shares at any one of the offices of the Company's paying agents on surrender of coupon No. 1.

Banco Di Napoli International S.A. U.S. \$150,000,000 Floating Rate Notes due 1991

For the six months 9th May, 1989 to 9th November, 1989 the Notes will carry an interest rate of 10% per annum with a \$11.11 amount of U.S. \$10,000 per U.S. \$10,000 Note, and U.S. \$12,777.78 per U.S. \$250,000 Note, payable on 9th November, 1989.

Bankers Trust Company, London Agent Bank

Power Financial to expand using Trustco funds

By Robert Gibbons in Montreal

POWER Financial Corporation, the financial services arm of Mr Paul Desmarais's Power Corporation of Canada, will redeploy the C\$547m (US\$463.5m) proceeds from selling control of Montreal Trustco by expanding in North America and Europe.

Mr Paul Desmarais Jr, president and Mr James Burns, chairman, said PFC now had C\$600m cash available to make financial services acquisitions. It could manage one single deal worth C\$1bn or more, or more probably several smaller deals.

The immediate preference is the US, where PFC's largest subsidiary, Great-West Life, already does half its business. By premium income, Great-West is North America's third largest life company and by assets the sixth largest.

"We're in no hurry and there is nothing wrong with holding cash at today's interest rates." In Europe, PFC may pursue an expansion in partnership with Fargesa SA, the Geneva investment holding company in which it now has a 19.4 per cent voting interest that cost about C\$180m.

Woolworth lifts first-quarter net slightly to \$36m

By Our Financial Staff

F.W. Woolworth, the US retailer, yesterday announced a slight rise in first-quarter net earnings to \$36m or 56 cents a share from \$35m or 54 cents a year earlier. Revenue was \$1.86bn against \$1.72bn.

The company said higher interest rates and higher average levels of short-term borrowings put pressure on its first quarter net income.

Higher depreciation costs, due principally to the record number of specialty stores opened in 1988, also hit first-quarter results. F.W. Woolworth said it expects interest and depreciation expense as a percentage of net income to decline during the remainder of the year.

ALLIANCE LEICESTER Alliance & Leicester Building Society £150,000,000 Floating Rate Notes due 1995

In accordance with the provisions of the Notes, notice is hereby given that the Rate of Interest for the three month period ending 8th August 1989 has been fixed at 12.94375% per annum. The interest accruing for such three month period will be £26.25 per £10,000 Bearer Note, and £262.53 per £100,000 Bearer Note, on 8th August 1989 against presentation of Coupon No. 4.



8th May, 1989 London Branch Agent Bank

Annual Meeting of Shareholders

The Annual Meeting of Shareholders will be held on Thursday, June 29, 1989, 10:00 a. m. at the BASF Feilerabendhaus, Leuschnerstraße 47 Ludwigshafen/Rhine, West Germany

- Agenda
1. Presentation of the Financial Statements of BASF Aktiengesellschaft and BASF Group for 1988; presentation of the 1988 Annual Report covering BASF Aktiengesellschaft and the BASF Group; presentation of the Supervisory Board Report.
 2. Declaration of dividend.
 3. Ratification of the actions of the Supervisory Board.
 4. Ratification of the actions of the Board of Executive Directors.
 5. Appointment of auditors.
 6. Approval of control and profit and loss transfer agreements with BASF group companies.

Shareholders wishing to participate in the Annual Meeting and to exercise their right to vote must have deposited their shares during normal office hours and in the prescribed form at a depository bank. The shares should remain deposited until the conclusion of the Annual Meeting. Shareholders have the right to vote by proxy.

Depository banks and the full Agenda are published in the "Bundesanzeiger" of the German Federal Republic Nr. 87 of May 11, 1989.

The deposit is only effective if the shares are submitted by Wednesday, June 21, 1989.

The Board of Executive Directors Ludwigshafen/Rhine, May 11, 1989

BASF Aktiengesellschaft D-6700 Ludwigshafen



YORKSHIRE BUILDING SOCIETY
£100,000,000
Floating Rate Notes due 1994

In accordance with the terms and conditions of the Notes, notice is hereby given that for the three month interest period from (and including) 10th May, 1989 to (but excluding) 10th August, 1989, the Notes will carry a rate of interest of 13.075 per cent per annum. The relevant interest payment date will be 10th August, 1989 and the Coupon Amount per £50,000 Note will be £1,643.08.

Hambro Bank Limited Agent Bank

LKB Baden-Württemberg Finance NV.
DM 500,000,000
Floating Rate Notes with Interest Option 1988/1995

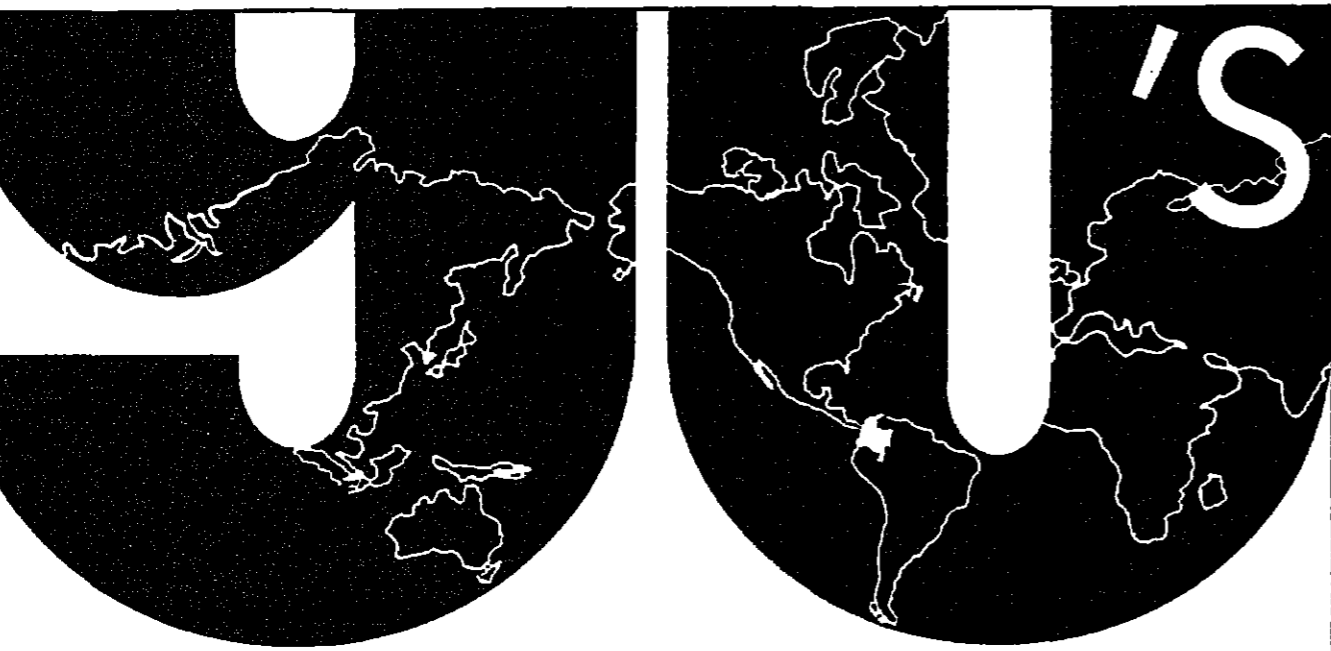
Interest Rate: 6 3/4% p.a.

Interest May 10, 1989, to Period: Nov. 10, 1989

Interest Amount per DM 10,000 DM 351.39 per DM 100,000 DM 3,513.89

Payable on: Nov. 10, 1989

Trinkaus & Burkhardt KGaA Agent Bank



Into the Nineties:
The Coal Market
Comes of Age



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INTERNATIONAL COMPANIES AND FINANCE

Suntory buys Bordeaux wine stake

By Paul Betts in Paris

SUNTORY, the Japanese drinks group, is extending its presence in the French wine business by acquiring a large minority stake in the Bordeaux wine interests of the French GMF insurance group.

GMF said yesterday that it was regrouping its Bordeaux wine investments into a new subsidiary called Grands Millésimes de France and that Suntory had already acquired for an undisclosed amount a 19 per cent stake in the new company.

The Japanese group is expected to increase its stake in the

new subsidiary to 40 per cent. Grands Millésimes includes the French insurance group's substantial interests in a number of important châteaux and other clarets including Château Beycheville, Château Beaumont, Château Bligny, Harrieres Frères and the Grands Entrepôts du Médoc. These various labels generated total sales of more than FF70m (£10.9m) last year.

In recent years, the Bordeaux wine region has attracted growing interest from both large French insurance companies and Japanese invest-

tors. Indeed Suntory, which is the leading Japanese wine producer and importer, five years ago acquired Château Lagrange, a third growth in St Julien. It also recently received French Government approval to take over Louis Royer, a small cognac house.

GMF said yesterday its association with Suntory was designed to enhance the international marketing and distribution opportunities for its French wine interests, especially in the Far Eastern and US markets.

At the same time, the deal

has given the Japanese company an important new foothold in the French wine business without the risk of provoking nationalistic reflexes in France. Although the French authorities have adopted an increasingly liberal attitude to foreign acquisitions of French wine and drink assets, last winter they none the less blocked the sale of one of the country's most expensive wine labels, Romanée Conti, to a Japanese company on the grounds that the famous Burgundy was part of the national heritage.

OBITUARY

Takahashi: renowned Japanese maverick

MR. TAKAMI TAKAHASHI, chairman of Minebea, the engineering components company, and renowned as a Japanese business maverick, died yesterday morning in a Tokyo hospital after an acute attack of pneumonia.

The 60-year-old businessman had overseen Minebea's development into the world's leading maker of miniature bearings. He began work at a textile company a year after graduating from university. Eight years later, in 1958, he became manager of Japan Miniature Bearings, which Mr Takahashi was determined to enlarge, believing that small companies are at a great disadvantage in Japan.

Mr Takahashi prided himself on the diversity of his business interests, and was both admired and condemned within Japan for his aggressiveness, in particular, for an untimely and unsuccessful hostile takeover attempt for Sanryo Seiki, an electronics parts maker, two years ago.

Other successful acquisitions had broadened the company's range of interests to include furniture, distribution, hand-gun production, and fasteners. The company has subsidiaries in Thailand, Singapore, and the US, and a joint venture in semiconductor production in the UK.

Mr Takahashi's style, both personal and business, had set

him apart from the business establishment, which he condemned for its conservatism. Japanese executives, he said, are unable to make quick decisions.

The natural result of Minebea's diversification was a fall in its reliance on bearings, which accounted for 28 per cent of the company's sales last year, while electronic equipment and parts accounted for 46 per cent.

Minebea itself was the target of an unsuccessful takeover attempt in 1986 by Trafalgar Glen, an Anglo-US investment group, a challenge that prompted an irritated Mr Takahashi to call his pursuers "children" and "amateurs."



Takami Takahashi: tactics admired and condemned

Acquisitions boost Tiger

By Jim Jones in Johannesburg

TIGER OATS, one of South Africa's largest food groups, lifted sales and profits by a third in the six months to March, helped by the inclusion of food and pharmaceuticals acquisitions.

Mr Robbie Williams, chairman, says the group's structure has altered significantly in the past two years as the proceeds of the sale of a stake in J. Bibby of the UK to Barlow Rand, Tiger's parent, have been used for acquisitions in South Africa.

Turnover rose to R2.78bn (£1.05bn) from R2.09bn, and pre-tax profit increased to R202m from R161m.

Net earnings increased to R7.69 a share from R6.03, while the interim dividend has been lifted to R1.94 from R1.65.

The strongest proportional growth in attributable earnings came from the pharmaceutical interests.

The directors plan a 10-for-one split of Tiger's 13.9m ordinary shares.

Asia Securities up 167%

By John Elliott in Hong Kong

ASIA Securities International, a Hong Kong property company controlled by Mr Bill Wyllie, the Australian entrepreneur, yesterday reported consolidated profits for last year after tax and minority interests of HK\$143m (US\$18.4m) up 167 per cent.

Mr Wyllie, who used to run the ESI International electronics group, said that property sale and rentals were the main contributors to an increase in turnover - up 26 per cent to HK\$477m.

The company obtained a Hong Kong public listing in February 1987, when it took over Union V-Tex Realty. It changed its name two months later.

Mr Wyllie said the company's core investment activities of property development and estate management had been grouped under AsiaSec Properties, a wholly owned subsidiary.

A special cash bonus of 10 cents per share was announced yesterday in addition to a final dividend of 5 cents per share.

Alitalia faces a turbulent flight

Italy's state airline has been buffeted by strikes reports John Wyles

Mr Carlo Verri's bid to reorganise the top management of Alitalia, the Italian traveller's byword for unreliability, finally achieved lift-off yesterday.

But the new chairman's aims of retrieving the state-airline's tattered reputation and strengthening its shaky financial performance could run into early turbulence in the face of renewed strike action later this month by its 1,500 pilots.

Just about every conceivable industrial dispute which could have hit Alitalia's operations over the past 18 months has done so.

Blame for strikes by customs workers and air traffic controllers cannot be laid at the airline's door. However, added to stoppages by its airport employees, cabin staff and pilots, they have conspired, together with an inordinately foggy Italian winter, to cause the cancellation of more than 19,000 flights since the beginning of last year.

In the middle of such misery, Mr Verri has battled since his arrival from the Zanussi white goods group last summer to get

agony on the somewhat complicated airline.

Surrounded and now by political appointees occupying the two Alitalia managing director posts, he has finally secured from Iri, the state holding company which is his main shareholder, new executive powers for his office, a streamlining of top management and many new faces on the company's board. These changes were all sanctioned by the company's annual meeting yesterday.

The chairman is now flanked by a single managing director, Mr Giovanni Bisignani, a 43-year-old rising star who was most recently director of foreign affairs for Iri. At the same time, an Alitalia insider, Mr Ferruccio Pavolini, has been promoted from commercial director to director general.

Sorting out the dispute with the pilots is one key to raising the company's financial performance after a 21 per cent drop in net profits last year to L82.5bn (£37.6m).

In fact, Alitalia made an operating loss in 1988 and its balance sheet was only kept out of the red after L74bn had been raised through aircraft

sales and the sale of a 10 per cent stake in Alfa Avio, the aero-engine company.

With an increase in revenues last year which only just matched inflation, the airline must attract new passengers - use of capacity dropped 0.8 per cent in 1988 - and also secure government approval for a fares increase. These have remained stable for the last three and a half years, and it now seems likely that the airline has struck a tacit deal with the Government by which higher tariffs will enable it to spend its way out of politically unpopular labour disputes.

The straw in the wind floated past at the end of last week when Alitalia was too embarrassed to give public details about a late night pay deal reached with the cabin staff. Persistent industrial and political pressure finally powered the Alitalia pay offer up from 35 per cent over three years and eight months to around 66 per cent, for which the company gained in return some slender productivity concessions.

The pilots are offering these in abundance - in return for salary scales more in line with European averages.

Alitalia pilots put in an average of 388 hours a year behind the joystick compared to 510.5 at Lufthansa, 505.4 at British Airways and 423.5 at Air France.

This tends to give them rather higher remuneration per hour of flight than their counterparts elsewhere, but significantly lower annual salaries (an average of L71.3m), Captain Andrea Garino, president of Anpac, one of the two pilots' unions, says that the company is not managing its fleet properly, and that the pilots must have pay rises even higher than those given to cabin staff together with longer working hours, so as to yield a total package more in line with European standards.

Last Thursday, the pilots postponed a new round of strikes as "an act of trust" in Mr Verri. They have given him until May 19 to produce an acceptable offer. If he fails "we shall be very tough," warns Captain Garino, who knows that none of the chairman's new powers includes the ability to put his fleet into the air without pilots.

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pechelbronn

GROUP WORKS & CO

The board of PECHELBRONN met on April 27, 1989, with Mr. Nicolas CLIVE WORMS as President. The Board has examined the consolidated accounts for the Group and closed the Company's accounts for the fiscal year ending December 31, 1988.

Consolidated accounts for the Group

The main consolidated data for the year 1988 compared to those of 1987 are as follows, (all figures in million FF except per share data):

	1988	1987	Progression
Net profit, Group's share	1 242	834	
Current net profit, Groups share	638	569	
Per share:			
Net profit	165 FF	111 FF	+48.6%
Current net profit	85 FF	76 FF	+11.8%

Annual accounts for the company

The results for the financial year 1988 compared with those of 1987:

	1988	1987	Progression
Net profit	1 105	498	
Net profit, excluding capital gains	132	105	
Per share:			
Net profit	147 FF	66 FF	+97%
Net profit, excluding capital gains	17.6 FF	14.0 FF	+25.7%

Dividend

At the general shareholders' meeting called for June 29, 1989, the Board will propose the distribution of a dividend of 12.5 FF per share and per investment certificate, compared with 11 FF for the previous financial year. The global revenue including tax credit will thus be 18.75 FF per share or investment certificate against 16.50 FF for last year.

Merger with PFA S.A. and ATHENA

An extraordinary general shareholders' meeting will be called following the ordinary general shareholders' meeting to decide on the project of merger into PECHELBRONN of PFA S.A. ATHENA and SOFAPIM and the transfer to GPA S.A. of the shares of PFA, TIARD, PFA VII, LILLOISE D'ASSURANCES and ATHENA BANQUE.

HEREFORD & WORCESTER

The Financial Times proposes to publish this survey on:

14th July, 1989

For a full editorial synopsis and advertisement details, please contact:

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George Road
Edgbaston
Birmingham B15 1PG

FINANCIAL TIMES
EUROPE'S BUSINESS NEWSPAPER

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May, 1989

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SKF First Quarter 1989

SKF profit up

Income after financial expense up 132 percent to MSkr 590 (£53m)

Sales increase 22 percent up to MSkr 6,307 (£572m)

Earnings per share up from Skr 5.90 (0.54p) to Skr 14.25 (£1.29)

Continued income growth forecast

If you want copies of the 1988 Annual Report fill in the coupon and send it to SKF Group Public Affairs, S-415 50, Göteborg, Sweden.

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AB SKF, Göteborg, Sweden

UK COMPANY NEWS

Troubled shock absorbers division sold to US group
Armstrong makes £58m disposal

By Clare Pearson

TENNECO, the US diversified industrial group, is paying \$58m cash to acquire the shock absorbers division of Armstrong Equipment...

cern, last year after Armstrong announced pre-tax profits down from £7.7m to £7.1m.

The division, operating in Yorkshire and also Spain, made trading profits of £1.2m on £50.4m sales in the year to end-July 1988.

ing in part on the strategic attractions of the suspension division.

Monroe Auto Equipment, the Tenneco division of which Armstrong's business will become part, said the acquisition would strengthen its business with both original equipment and replacement market customers...

company would be in a much stronger position to make acquisitions to add to the remaining divisions.

Caparo Group, part of Caparo Industries, which owns a 15.8 per cent stake in Armstrong and supported it during the Wardle Stores bid, said it was "extremely pleased" about the disposal.

Walter Runciman up slightly on forecasts with £4.1m

By John Ridding

WALTER RUNCIMAN, the shipping, security and insurance group which fought off a bid from Telfos Holdings last year, yesterday announced taxable profits of £4.1m for 1988...

Lowndes Queensway turns in £9.1m but sales have slowed

By David Waller

LOWNDES QUEENSWAY, the furniture and carpets company formed when a consortium of investors headed by Mr Jimmy Gulliver took over Harris Queensway last summer...



Jimmy Gulliver, chairman, sales had softened noticeably in March, April and early May

Speaking as the company announced pre-tax profits of £9.1m for the 26 weeks to the end of January, Mr Gulliver said that like-for-like sales in volume terms had begun to falter over recent weeks.

Sales for the whole of the year to date were up in aggregate over the comparable months in 1988, but had softened noticeably in March, April and the beginning of May.

The Scottish retailer said he was hopeful that the economic climate would soon become more favourable to retailers now that it was obvious that high interest rates were indeed curbing consumer expenditure.

The group excluded any contribution from Poundstretcher and Hamleys, businesses sold since the takeover.

As these are the first results from Lowndes Queensway, there were no comparable figures. Nevertheless, like-for-like sales growth over the prior period was 5 per cent and 6 per cent for each of the two divisions.

Of £18.5m in operating profits, £5.7m came from furniture and £2.8m from carpets. The interest bill amounted to £6.4m and there were no property profits.

The profit on the sale of the two subsidiaries and the revaluation of properties bolstered the balance sheet by £80m, but covering fair value accounting adjustments which totalled £78m, including reorganisation costs of £28m.

Of the £78m, £22m related to accounting changes to reflect more conservative reporting of sales and profits; a further £22m is designed to cover possible bad debts and litigation costs incurred at the time of the takeover.

The net effect of the fair value changes set off against the disposal profits was that goodwill in the balance sheet increased by £2m to £116m.

Taking into account yesterday's £22m disposal of Hamley's, borrowings stand at £150m; a sale and leaseback programme was under way and it was possible that the figure would come down to £100m by the end of the year.

Mr Gulliver said that should interest rates actually go up, the impact on the group's interest bill would be strictly limited because of swaps and hedging programmes.

In spite of having borrowings of £150m, Mr Bryan Portman, corporate finance director, indicated that each extra percentage point on base rate would increase interest payable by only £200,000, so far the programme had saved the group £2m.

Meanwhile, the management team claimed that the strategy set out at the time of the acquisition had been validated and continued to be implemented vigorously, with new store management in place, a new store format being tested and a host of other measures under way.

The shares added 1/2p to close at 42 1/2p. See Lex

Revaluation helps RIT assets jump 27%

By Nikki Teit

SIR JAMES Goldsmith's much-hyped return to the UK takeover trail, plus a revaluation of certain timber lands within his group, has helped produce a 27 per cent rise in net asset value at RIT Capital Partners during the eight months to March 31.

RIT Capital Partners is the investment trust spun off from J Rothschild Holdings last year.

The NAV figure at the end of March stood at 134.2p a share, compared with 107p at September 30, and 105.8p when the trust was launched in July.

This compares with a rise of 11.5 per cent in the FT-All Share Index over the same eight-month period and 11.8 per cent in the Morgan Stanley Capital International World Index.

When Sir James announced his planned return to the UK scene in conjunction with Mr Jacob Rothschild in March, his General Oriental Investments group acquired a 37.4 per cent interest in Anglo Leasing, a medium-sized quoted leasing company.

The shares came from RIT Capital Partners and J Rothschild Holdings, the other quoted vehicle in the Rothschild stable from which RIT was demerged.

The deal meant that RIT halved its 49.9 per cent stake in Anglo. However, with Anglo becoming the vehicle through which Sir James plans to conduct his forays into the UK corporate scene, its shares rocketed, producing a sharp revaluation of RIT's remaining stake.

At March 31, its Anglo holding was worth £36.9m - accounting for about one-tenth of the company's total net assets, valued at £344.3m.

Sir James has also been a second factor in the RIT asset uplift. When RIT was demerged from JRH, the investment trust took an option over JRH's 13.7 per cent interest in Cavenham Forest Industries.

CFI takes in the timber lands which were formerly part of Crown Zellerbach, a US forest products group acquired by Sir James.

The option was originally valued at £1, but "as a result of changes in market conditions", RIT has now increased the valuation to £15m. Yesterday, it said that this was largely due to a revaluation of the timber lands carried out by Sir James' General Oriental Investments in September and to improved conditions in the industry generally.

It maintained that the £1 figure had seemed "a reasonable assumption at the time".

RIT said yesterday that the uplift in NAV without the Anglo benefit, would have been around 21 per cent, and without both this and the option revaluation, around 15 per cent.

However, the company has also fared well out of Eurotunnel, where a holding was acquired for £13.2m. It sold around half its position when the shares rose significantly during the year and valued the remaining interest at £17.5m at the year-end.

RIT also highlights a £18m (£10.79m) investment in GPA Group, the aircraft leasing company, made at £250 a share in April 1988 but revalued to £285 in the wake of a number of transactions around this level in December. However, on the reverse side, the trust was obliged to write off a £2.5m investment in The Post, Eddy Shah's abortive new national newspaper.

In the eight-month period to end-March, the trust made a pre-tax profit of £8.7m, and is paying a larger than predicted dividend of 1.65p a share. At March 31, around 56 per cent of the portfolio was in quoted equities, 19 per cent in unquoted, 7 per cent in property and 18 per cent in fixed interest stocks. Currency exposure was 68 per cent sterling and 20 per cent US dollars.

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Big bang in bible belt brings 5% decline in CU first-quarter profits

By Nick Bunker

A CHERICAL toilet which blew up and caused a fire that swept through a Protestant church in middle America was the most embarrassing of a clutch of large claims that hit Commercial Union in March.

The building was one of three CU-insured churches in the US which burned down this winter, helping produce an unexpectedly severe underwriting loss in its US property/casualty operations.

Partly as a result, there was a five per cent drop in the group's worldwide first-quarter pre-tax profits to £45.1m (£47.5m).

The decline came as further confirmation of the impact of a cyclical insurance price-war in the US which is now feeding its way through to actual reductions in the composite sector's bottom-line results.

However, with CU's US premiums up only 1.4 per cent at March 31, the evidence is that it is letting itself lose market share instead of taking on risks at unprofitable prices.

Mr Tony Wyand, general manager (finance and invest-

ments), again voiced the group's view that "we don't expect this downturn to be particularly severe, compared to the down-cycle in 1982-85".

In the UK, CU was hit by two abnormal claims, both running into seven figures, arising from the Peterborough lorry explosion and a pile-up of vehicles on the M6 motorway.

It continues to make pure underwriting profits from its UK non-life operations though, since insurers are still benefiting from price increases, with only a few signs so far of serious rate-cutting.

Worldwide premium income was up 6 per cent at £901.8m, while underwriting losses grew 27.5 per cent to £40.2m. Investment income was up 10.6 per cent at £58.5m. Earnings per share declined nine per cent from 6.7p to 6.1p.

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Berisford to reorganise UK property

By Clare Pearson

BERISFORD International, the sugar processing and commodities group, is to reorganise its UK property division following the resignation of Mr Melvyn Ansher, announced yesterday along with the departure of another main board director.

Announcements of the changes emerged late yesterday after news that Mr Larry Goodman, chairman of the Irish meat processing group Goodman International, had lifted his stake from 7.4 to 9.02 per cent.

Mr Cyril Dennis, formerly a divisional director of Charles Church, the housebuilder that is poised to go private, is to take control of the property division, which internationally accounted for one quarter of profits last year, and there will also be a joint venture company in which Mr Dennis will have a 30 per cent stake.

Property activities have become increasingly significant within the Berisford group through restructuring moves over the last few years.

Mr Barry O'Connor, head of corporate affairs, yesterday said the parting with Mr Ansher, 44, who he said had been with the company for about nine years, was "perfectly amicable".

Mr Thomas Edwards, the other director who is leaving, was in charge of commodities trading on New York.

The chief asset of the UK property division is Midland Montagu House in the City of London, which Berisford partially floated off through an issue of preferred shares in 1986.

Last year, Berisford failed in an attempt to buy back all the shares in the listed vehicle, Billingsgate City Securities.

Mr Goodman's move puzzled the stockmarket yesterday as it had recently been rumoured that he was reducing his holding in Berisford, perhaps to concentrate on Unigate, where he has 3.3 per cent holding and which appears to fit more logically with his own businesses.

Yesterday Mr O'Connor said there had been no recent boardroom contact with Mr Goodman.

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BOARD MEETINGS table with columns for company name, date, and location.

PRIEST MARIANS HOLDINGS PLC £72,000,000 Acquisition Finance. Arranged by Samuel Montagu & Co. Limited. Underwritten by Samuel Montagu & Co. Limited and The Sumitomo Bank, Limited. Provided by Banco di Napoli, The Sanwa Bank, Limited, The Tokai Bank, Limited, Crédit Commercial de France, Midland Bank plc, Samuel Montagu & Co. Limited, Clydesdale Bank PLC, The Sumitomo Bank, Limited, The Toronto-Dominion Bank, The Long-Term Credit Bank of Japan, Limited, Postipankki (U.K.) Limited, Standard Chartered Bank.

PRIEST MARIANS HOLDINGS PLC £91,666,667 Deep Discount Loan Facility. Arranged by Samuel Montagu & Co. Limited. Underwritten by Samuel Montagu & Co. Limited and The Sumitomo Bank, Limited. Provided by The Industrial Bank of Japan, Limited, Samuel Montagu & Co. Limited, The Toronto-Dominion Bank, State Bank of South Australia, Midland Bank plc, The Sumitomo Bank, Limited, Standard Chartered Bank, Crédit Commercial de France, Banque Française du Commerce Extérieur, The Sanwa Bank, Limited.

COMBAT STRESS advertisement with a testimonial from Sergeant 'Toby' Gray and contact information for the Ex-Services Mental Welfare Society.

UK COMPANY NEWS

AIB advances 25% to £155.7m

By David Barchard

ALLIED IRISH Banks yesterday reported pre-tax profits of £155.7m, or £130.9m in sterling, for the year to March 31, up 25 per cent on the previous year.

The results were hailed as "a fairly sparkling performance" by Mr. Gerry Scamlen, chief executive.

"We have done well right across all our areas of business and not just in the present very favourable Irish economic environment," he said.

However the pre-tax profit figure had been from its original £140.7m by an exceptional debit of £25m for employee restructuring.

There was no provision this year against Latin American debt (£9.5m), and Mr. Scamlen said that only £1m of Latin American debt was now non-performing.

During the year the bank's total assets grew from £9.6bn to £14.7bn, an increase of 53

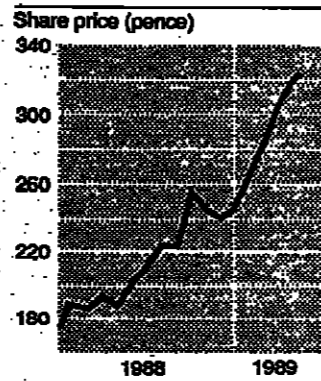
per cent. This reflected the bank's acquisition of a controlling stake in First Maryland Bancorp. With FMB's assets stripped out, the group's assets grew by 7 per cent.

Deposits increased by 65 per cent, rising to £30.6bn (£24.4bn). A maintained final dividend of 7p was recommended for a total of 12.75p (£12.25p) although the cost of the Irish government's bank levy to shareholders rose to 6.1p (5p). Earnings per share were up 9 per cent to 35.3p (32.4p).

The return on average total assets was 0.9 per cent (0.82 per cent), while the return on average shareholders' funds was 15.2 per cent (13.6 per cent).

Capital adequacy on the BIS basis was 8.8 (9.1) per cent overall and 4.4 (5.7) per cent for Tier 1 funds. Mr. Scamlen said that AIB was planning to strengthen its ratios later this year with an issue of £300m preference, and a subsequent

Allied Irish Banks



Share price (pence)

issue of £125m sterling in the UK.

COMMENT

AIB can justly be pleased with these results which - even after a fairly large exceptional item - come out ahead of expectations in three very dif-

ferent markets, Ireland, the UK, and the US. The exceptional item of £25m will be money well spent if it enables AIB to overcome the recurrent problems of Irish banks with their militant workforces. For the foreseeable future, AIB's sights will be concentrated on growth in the British and American markets - and ultimately perhaps in continental Europe, where AIB appears to have ruled out the idea of seeking alliances and cross-holdings with institutions of a similar size elsewhere in the EC. This will have to be largely achieved through more acquisitions, like that of First Maryland. The bank's strategy must thus focus firmly on increasing profitability and retaining earnings to finance acquisitions. Prospects for dividend growth may therefore be rather less bright than the bank's recent track-record would suggest.

Shares in Tootal drop as Coats talks go on

By Alice Rawsthorn

COATS VIVELLA and Tootal, two of the UK's biggest textile groups, were locked in bid negotiations yesterday in an attempt to agree terms for a deal whereby Coats would acquire Tootal.

The Tootal board will discuss the outcome of the negotiations this morning when it gathers in London for its regular board meeting.

Tootal's shares fell by 3 1/2p to 132 1/2p yesterday, reflecting the City's concern over whether the two companies can agree terms and about Coats' ability to finance the bid. Analysts estimate that Coats would have to pay between 140p and 150p a share - or from £389m to £437m - to win control of Tootal. Coats' share price was static at 183p yesterday.

Coats, which is advised by NM Rothschild, has struck a deal with Mr. Abraham Goldberg, the Australian industrialist who has been stalking Tootal, to buy his 25 per cent shareholding providing it can persuade Tootal to agree terms for a bid by midnight tonight. Tootal is advised by Morgan Grentham.

If Coats misses the midnight deadline, Mr. Goldberg would be free to bid for Tootal and Coats has agreed to sell its 5 per cent holding to him for cash should he stage a bid.

Viking Packaging

Viking Packaging has accepted the offer from Bowater Industries to the extent of 99.95 per cent and Bowater now has 94.63 per cent. The offer is unconditional and remains open. No MMC probe.

Gamblers good luck at London casino slows growth at Stakis

By David Waller

DIFFICULTIES at Stakis's London casino in Russell Square helped restrict the hotel and leisure company's profits growth in the first half of the year.

Pre-tax profits for the 26 weeks to April 2 advanced to £11.54m, compared with £9.57m for the 27 weeks period last time. Profits from the sale of properties increased from £1.61m to £1.7m.

Profits in the leisure division fell slightly, from £4.4m to £4.3m, reflecting the adverse impact of gamblers' good luck on the London casino: although the "drop" - the amount of money risked by punters - was up, margins actually fell.

In this division, profits climbed from £4.83m to £7.74m, reflecting stable occupancy levels combined with achieved room rates up 13 per cent. Also included was a £1.8m gain on the sale of hotels in Edinburgh and Ayr.

The fledgling healthcare division, which will absorb much of the group's £50m capital expenditure programme this year, chipped in £311,000 to group profits.

Turnover for the group as a whole rose from £61.74m to £66.51m; earnings per share worked out at 3.4p against 2.76p.

Interest absorbed £1.5m (£328,000).

COMMENT

Yesterday's interim figures from Stakis were at the lower end of expectations and the shares duly dropped by 6p to 105p. Part of the disappoint-

ment was due to the bad luck at the London casino. Located in Bloomsbury, this is not supposed to be exposed to the vagaries of "high roller" spending, and indeed the "drop" held up against the trend of its counterparts in Mayfair. Nevertheless, punters were luckier than usual, and margins suffered. For the group as a whole, property profits were also higher than expected. Despite these disappointments, brokers felt little reason to cut back their forecasts for 228m (excluding property) for the full year, implying 18 per cent growth in earnings. This puts the shares on a multiple of 13 1/4, a near 20 per cent premium to the market. Now that the group has shed its financial services business and sorted out its erstwhile problems with management succession, this sort of premium rating seems fair.

Weak spark at TDS as losses hit £2m

By John Ridding

SHARES in TDS Circuits, the USM-quoted circuit board maker, yesterday plunged over 30 per cent, losing 18p to 38p, after a sharp decline into the red in the year to February 28.

Pre-tax losses totalled £1.97m compared with profits of £5,000 in the previous year. Turnover fell from £9.54m to £8.39m, and losses per share of

16.29p compared with earnings last time of 0.99p. No dividend is proposed.

Stripping out exceptional items, the fall was less severe. An exceptional credit of £1m was received in 1988 representing an insurance claim for a serious fire in 1988 while this time accelerated depreciation of data processing equipment was taken as an exceptional

loss of £283,000. Accounting for this gives an increase in pre-tax losses from £965,000 to £1.8m.

Mr. John Whybrow, managing director, said that the losses were partly caused by a reorganisation programme undertaken by the new management installed in May last year.

Significant capital expendi-

ture, in the region of £1.8m, was undertaken to modernise equipment and there were also dislocation costs associated with reorganising production and personnel to meet mid-year demand.

Mr. Whybrow said that recovery from these problems was obstructed by a weakening in the computer equipment and defence markets towards the end of the year.

Because of the uncertainty of the markets, the company said it was not possible to be precise about the timing of a return to profitability.

However, Mr. Whybrow said TDS was progressing along the learning curve of the new technology and that it was now positioned to address the right markets.

Reverse takeovers for Reliant

By Richard Tompkins, Midlands Correspondent

SHAREHOLDERS in Reliant Motor, the USM-quoted manufacturer of three-wheeled cars, yesterday approved the company's transformation into a housebuilder through the reverse takeover of both the privately-owned Wisoak Group and Belmont Homes.

The car company, now renamed Reliant, is paying £16.5m for the interlinked property developers by issuing 41.25m new Reliant shares to the vendors - nearly five times the 8.86m shares at present in issue.

At the same time it is raising

£2.4m net of expenses through a placing and open offer of shares at 37p a share to provide working capital for the new group's expansion.

The takeover was engineered by Mr. John Nash, Reliant's chairman. Two years earlier Mr. Nash attempted to engineer a takeover of Wisoak by the quoted Nash Industries, but he was defeated by fellow shareholders.

Mr. Nash remains chairman of Reliant but will be joined by Wisoak/Belmont directors Mr. Chris Johnson and Mr. Carl Turpin as executive deputy

chairman and chief executive respectively.

Manufacture of the Reliant Rialto three-wheeler would continue as long as it remained profitable, and plans to launch the SS2 sports-car in the US would go ahead - though not late this year, as had been planned.

Reliant's manufacturing activities would be concentrated on a single site at Kettlebrook, near Tamworth, Staffs, but no redundancies were envisaged.

DIVIDENDS ANNOUNCED					
Company	Current payment	Date of payment	Corresponding dividend	Total for year	Total last year
Allied Irish Bk	7.4p	July 13	7	12.75	12.25
Andrews & Yeo	1.75	July 13	1.75	15.41	12.4
Bibby (J)	2.75	July 4	2.75	8.5	-
Chesterfield	10	July 7	9	16	14.5
City of Oxford	0.9375	June 29	-	1.925	-
External Inv	14	Aug 4	11	24	20
Highland Parts	2	July 11	-	2	-
Lowndes Queens	1.5	July 11	-	1.5	-
New Ireland	8.314	-	nil	9.31	nil
RIT Capital	1.63	July 3	-	1.63	-
Ramsman (W)	8	July 3	3.5	10.5	5
Stalis	0.71	Sept 4	0.62	1.28	-
Stylo	7	Oct 2	5	7	5
Triodos	1	Oct 2	2.5	3	3

Highland Parts vaults to £4.4m

By Philip Coggan

Highland Participants, the property and ship repair company run by Mr Peter de Savary, yesterday reported pre-tax profits of £4.42m in 1988.

This compares with the £753,000 made in 1987, a figure adjusted to allow for the merger with Smiths Shiprepairers North Shields.

Operating profit was £4.34m (£553,000) on turnover of £80.45m (£22.66m). Investment income was £1.17m (£108,000) and interest payable was £382,000 (£111,000). Earnings per share were 13.2p (3.6p). The final dividend is 2p (nil), making a total of 3p (nil).



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This advertisement is issued in compliance with the requirements of the Council of The Stock Exchange and does not constitute an invitation to any person to subscribe for or purchase shares.

Application has been made to the Council of The Stock Exchange for the whole of the ordinary share capital of Sheffield Insulations Group plc ("the Company"), issued and now being issued, to be admitted to the Official List. Dealings in the ordinary shares of the Company are expected to commence on 18th May, 1989.

Sheffield Insulations Group plc
(Incorporated in England under the Companies Acts 1948 to 1967; Registered No 998314)

Placing by
Pannure Gordon & Co. Limited
of
6,100,000 Ordinary shares of 10p each at 125p per share
Share capital following the Placing

Issued and fully paid
£3,135,000 in Ordinary shares of 10p each £2,071,249.8

The Ordinary shares now being placed will rank in full for all dividends and other distributions hereafter declared, made or paid on the ordinary share capital of Sheffield Insulations Group plc.

In accordance with the Regulations of the Council of The Stock Exchange, Pannure Gordon & Co. Limited and Rowe & Pitman Ltd. are placing 4,575,000 and 1,525,000 Ordinary shares respectively.

The principal activity of Sheffield Insulations Group plc is the specialist distribution and marketing of thermal insulation, fire protection and related products through a national network of 20 branches serving over 11,000 customers.

Listing particulars relating to the Company are contained in the statistical services of Exel Financial Limited and copies may be obtained during normal business hours on any weekday (Saturdays and public holidays excepted) up to and including 25th May, 1989 from:

Sheffield Insulations Group plc
Hillsborough Works,
Sheffield S6 2LW

Pannure Gordon & Co. Limited
9 Moorfields Highwalk,
London EC2Y 9DS

Rowe & Pitman Ltd.
1 Finsbury Avenue,
London EC2M 2PA

and (for collection only) up to and including 15th May, 1989 from:
The Company Announcements Office,
The International Stock Exchange, 46-50 Finsbury Square, London EC2A 1DD
11th May, 1989

BSGN

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NOTICE OF MEETING

Shareholders are hereby informed that an Ordinary General Meeting will be held at the Palais de Congrès (Salle Havane), Paris at 10am on Tuesday, 30th May, 1989 to consider the following agenda:

- Approval of transactions falling within Article 101 of the law of 24th July, 1966;
- Approval of the accounts for the year ended 31st December, 1988;
- Appointment of profits and determination of dividend;
- Re-election of Directors;
- Renewal of authority to the Board of Directors to purchase shares of the Company on the Stock Exchange;
- Determination of Directors' fees.

All shareholders will be entitled to attend this Meeting, regardless of the number of shares held. To be entitled to attend or to be represented at the Meeting:

- holders of registered shares must be recorded in the Company's share register at least five days before the date of the Meeting;
- holders of bearer shares must deposit at the head office of the Company or at a branch of the institutions listed below, at least five days before the date of the Meeting, a certificate evidencing that the shares have been deposited with authorised intermediaries until the date of the Meeting;

Lazard Brothers & Co., Limited, 21 Moorfields, London EC2P 2HT, ENGLAND.
Lazard Frères et Cie, 121 boulevard Haussmann, 75008 Paris, FRANCE.
Crédit Lyonnais, 19 boulevard des Italiens, 75002 Paris, FRANCE.
Banque Paribas, 3 rue d'Antin, 75002 Paris, FRANCE.
Banque de Neufchâteau, Schumacher, Mallet, 3 avenue Hoche, 75008 Paris, FRANCE.
Crédit Industriel et Commercial de Paris, 66 rue de la Victoire, 75009 Paris, FRANCE.
Société Générale, 29 boulevard Haussmann, 75009 Paris, FRANCE.
Banque Transatlantique, 17 boulevard Haussmann, 75009 Paris, FRANCE.
Crédit du Nord, 6 et 8 boulevard Haussmann, 75009 Paris, FRANCE.
Société Lyonnaise de Banque, 8 rue de la République, 69009 Lyon, FRANCE.
Banque Nationale de Paris, 16 boulevard des Italiens, 75009 Paris, FRANCE.
Mutuelle Industrielle, 35 rue la Botte, 75008 Paris, FRANCE.
Banque Indosuez, 56 boulevard Haussmann, 75008 Paris, FRANCE.
Banque de Commerce, 3 Montagne du Parc, Brussels, BELGIUM.
Banque Worms, 1 place de Desguis, 92059 Paris La Défense, FRANCE.
Banque Demuyet et Associés, 233 rue Saint Honoré, 75001 Paris, FRANCE.

Any shareholder wishing to attend the Meeting in person should request an admission card from one of the banks listed above.

Forms of proxy should be lodged with the Company at least five days before the date of the Meeting. Another person may only represent a shareholder at the Meeting if he is himself entitled to attend the Meeting, or is the spouse or legal representative of the shareholder.

A voting form will be sent to every shareholder registered on the share register in order to vote by post. Holders of bearer shares desiring to vote by post may obtain a voting form from the above institutions; holders must request such forms by registered letter to arrive at the institution not less than six days before the date of the Meeting.

Postal votes will be accepted only if received by the institutions at least five days before the date of the Meeting or received at the registered office of the Company at least three days before the date of the Meeting.

Copies of the resolutions to be submitted to the shareholders at the Meeting may be obtained from the offices of Lazard Brothers & Co., Limited, 21 Moorfields, London EC2P 2HT.

Le Conseil d'Administration

UK COMPANY NEWS

Rising woodpulp prices hold J Bibby to £15.9m

By Clare Pearson

RAPIDLY rising woodpulp prices hit results of J Bibby & Sons, agricultural and industrial conglomerate which is 36.5 per cent owned by Barlow Rand of South Africa, in the six months to April 1.

Pre-tax profits nudged ahead 200,000 to £15.9m while sales fell from £285.67m to £272.05m. Earnings per share were 9.07p (8.62p) and the interim dividend is unchanged at 2.75p.

As a result of more costly raw materials, the disruption caused by reorganising the Devon operation, and adverse currency movements, the paper and converted products division produced operating profits of only £1.42m (£3.15m).

The trading surplus from the agricultural division, on the

other hand, held steady at £4.34m (£4.29m) against a depressed animal feeds market, and seed activity affected by high autumn plantings of cereals. But the company was able to report that the severely depressed pig market had "improved significantly" since the period-end.

For the full year, Bibby said it expected its performance to be similar to 1988, when pre-tax profits fell to £30.18m (£34.84m) but a higher tax charge would affect earnings per share. The comparable half-year figures contained £1.8m trading profits from the US cheque printing and packaging divisions, sold last summer.

It warned, however, that a slowdown in the US and UK

economies would affect particularly its science products and materials handling divisions. Helped by acquisitions, these moved ahead to trading profits of £5.38m (£3.52m) and £6.08m (£4.25m) respectively.

Science products maintained its organic growth but was also supplemented by Melles Griot of the US bought in March last year. All companies in the division performed well but the distribution outlets in Spain and France suffered price pressures.

Materials handling was helped by a strong market for fork lift trucks, where the division increased its market share. Continued growth in sales of small electric trucks introduced last year also favoured the results.

Michael Peters to pay up to £3.75m for US acquisition

By Alice Rawthorn

MICHAEL PETERS Group, the design company that recently warned the City about a slow-down in profits growth this year, is buying Duffy Design Group, one of the leading young graphic design consultancies in the US, for up to \$6.25m (£3.75m).

Duffy, which is based in Minneapolis, has established a reputation as one of the US's most creative graphic design companies since its formation in 1986. Its clients include Ralph Lauren, the fashion designer, Lee Jeans and Porsche North America.

Last year Duffy won more awards from the New York Art Directors Club than any other design company has ever received in a single year. It made pre-tax profits of \$637,000 on operating income of \$637,000 in 1988.

Mr Robert Silver, deputy chairman of Peters, said the acquisition offered an opportunity for the group to become involved with "one of the best young design teams in the US".

Peters is paying \$234,000 in cash for Duffy and has agreed to make performance related payments of up to \$6m over the next six years.

Peters' long-term strategy is to establish a substantial presence within US design as part of its plan to become a powerful force in the international design industry.

So far its experience in the US has been far from happy. Hambrecht Tervel, the retail design business it bought in 1987, has suffered from the slump in US retail design. The progress of the group's recently formed packaging and brand identity company in New York has been unexpectedly slow.

Last month the group announced that profits growth would be slower than expected this year because of its difficulties in the US. Mr Michael Peters, group chairman, has gone to New York to tackle the problems. Peters' share price was static at 53p yesterday.

Sheffield Insulations joining market with £26m valuation

By Clare Pearson

SHEFFIELD Insulations Group, which claims to be the UK's largest distributor of insulation, fire protection and related products, is joining the main market via a placing which values it at £26m.

Of the 6.1m shares being placed, representing 30 per cent of the enlarged capital, 10 per cent are being sold by existing shareholders. The placing price is 125p.

In 1988 the company lifted pre-tax profit from £2.08m to £3.22m on sales of £102m

(£86.33m). Trading this year had been encouraging, despite the reduction in housebuilding in certain areas of the UK, as commercial and industrial building had continued to enjoy a high level of activity.

The company said the longer-term prospects for insulation products were good in view of the expected introduction of new UK building requirements next year, which it believed could at a stroke increase the market by as much as 40 per cent. Economic

and environmental arguments for using energy more efficiently also suggested an encouraging outlook.

Sheffield was one of the largest private undertakings in Yorkshire. It has been distributing insulation products for more than 30 years, and also owns an insulation and cladding panels maker and Miller Pattison, which installs loft and cavity wall insulation.

Proceeds will provide funds for expansion through acquisition and organic development.

Refurbishment programme helps spur Stylo to £3m

By Graham Deller

STYLO, the Bradford-based footwear and sportswear group controlled by the Ziff family, yesterday unveiled a sharp increase in taxable profits for the year to January 28 1989.

Benefits of the costly, and still continuing, refurbishment programme at the Stylo Barritt Shoes subsidiary contributed to a pre-tax outcome of £3m, well up on the depressed £226,000 achieved in the previous year. Turnover expanded 9 per cent to £98.77m (£81.09m).

The profit figure was struck after interest payable virtually unchanged at £1.86m and a contribution of £976,000 (£426,000) from property disposals, half of which related to the sale of the Harry Hall factory in Basingstoke.

The current plight of the UK footwear industry was illustrated by Mr Arnold Ziff, chairman, who said: "We can pur-

chase more competitive, better quality and better designed footwear and receive a more reliable service from overseas sources."

Stylo retains its commitment to target its footwear away from the synthetic, cheaper end of the market and to the rationalisation of ranges.

Since its year-end, the group has purchased an 80 per cent stake in Avonstar Enterprises, a branded sports footwear retailer which trades under the Instep banner from nine shops mainly in the north west of England. Mr Michael Ziff, managing director said: "The synergy between the two companies is considerable and I believe that Instep will become a successful nationwide chain."

Earnings per share leapt to 11.13p (0.31p) and the single dividend for the year is lifted 2p to 7p.

Koninklijke Nederlandsche Hoogovens en Staalfabrieken NV IJmuiden/The Netherlands

Dividend for the year 1988

At the Annual General Meeting held on 10 May 1989, a dividend of NLG 4,- per share of NLG 20,- was declared payable, at the option of the shareholders, wholly in cash or in shares and cash, as from 22 May, 1989.

Shareholders opting for cash will be entitled to cash payment of NLG 2,10 and NLG 1,90 per share against coupons No. 69 and No. 70, respectively.

Shareholders opting for cr sh and the shares will be entitled to cash payment of NLG 2,10 against coupon No. 69, and a share premium bonus of one share of NLG 20,- for every 50 coupons No. 70.

Coupons No. 69 and No. 70 are payable at the following offices:

Algemene Bank Nederland NV.
Amsterdam-Rotterdam Bank NV.
at Amsterdam.

New share certificates may be distributed in the form of CF-or-as K-certificates with coupons No. 71, 72 and talon attached.

Coupons No. 70 not exercised by 1 August, 1989, will be payable only in cash at NLG 1,90.

U.K. residents who are liable to U.K. taxes on dividends paid to them and who do not carry on a trade or business in The Netherlands through a permanent establishment situated therein, may have Netherlands dividend tax reduced from 25 pct. to 15 pct. if the coupons are accompanied by a completed form 92VK, which may be obtained at the above mentioned office.

IJmuiden,
The Managing Board.

Amsterdam,
NV Administratiekantoor voor
Aandeelen Koninklijke Nederlandsche
Hoogovens en Staalfabrieken NV

Hoogovens Groep

New Ireland leaps back to black

A PRE-TAX profit of £3.06m, or £2.57m, was achieved in 1988 by New Ireland Holdings, and dividends are restored with a payment of 9.31p.

The profit continued the recovery shown in the first half, and compared with a loss of £8.11m for the whole of 1987. The company conducts life assurance, and fire, accident, engineering and marine insurance.

Welcome features in the year were the return to profit in Irish National Insurance and the continuing strong performance of New Ireland Assurance, the directors said.

As a result of significant rationalisation, the group had improved its competitive position and they looked forward with confidence.

Earnings for 1988 were 20.4p (loss 38.7p).

There was an extraordinary charge of £970,000, representing both exchange adjustments on the retranslation of net liabilities in respect of the foreign branch operations and movements in exchange rates subsequent to the termination of the ordinary activities of that branch.

BAe chief to step down

SIR RAYMOND LYGO, chief executive of British Aerospace, is to retire from executive duties at the end of 1989. Professor Roland Smith, chairman, told the aerospace and motor vehicles group's annual meeting that he expected the appointment of Sir Raymond's successor to be announced in time for the new chief executive to take office in the autumn.

Professor Smith also pre-

dicted that BAe's turnover could be as high as £9bn in 1989, against £6.64bn in 1988, unless there was a major change in the economic and industrial relations climate. Half or more of the sales, by that he expected, would be exported from BAe's UK factories.

The chairman said the year had started well for BAe, with first-quarter sales and profits on budget.

Bowater has 23 1/2% of Chamberlain

Bowater Industries has increased to 23.5 per cent its stake in Chamberlain Phylps, which is the subject of a two-way bid battle.

The rival bidder to Bowater is Evode which has a 14.9 per cent stake. Evode cannot buy any more shares because its offer is all-paper; Bowater, which is bidding cash, can increase its stake to 29.9 per cent.

Both bids close on Friday with the result expected to be close. The Chamberlain board last week opted to recommend the Evode offer. In addition to their stakes, Bowater has acceptances of around 4 per cent and Evode 2.2 per cent.

COMPANY NEWS IN BRIEF

AMBROSE INVESTMENT Trust lifted earnings to 12.5p (11.02p) for year ended March 31 1989 and is raising dividend to 13.41p with final of 8.73p. At March 31 net asset value per Income share 28.16p (£28.82p) and per Capital share 66.87p (£67.76p).

CITY OF OXFORD Investment Trust: Net asset value at March 31 1989 was 52.4p (43.1p adjusted). After-tax revenue for year £519,577 (£410,923 after £107,621 extraordinary charge). Earnings per share 2.45p and final dividend 0.9375p for a total of 1.395p.

YEARLING BONDS totalling 50.25m at 12 1/2 per cent, redeemable on May 16 1990, have been issued by the following

local authority. West Lancashire District Council 50.25m.

NORTHERN ENGINEERING Industries: offer from Rolfe-Royce accepted in respect of 55.7 per cent, and the latter has 60.3 per cent in total. The offer is unconditional and remains open.

SANDELSON ELECTRONICS wants to buy 75 per cent of System 800 Computers.

SOUTHAMPTON, Isle of Wight and South of England Royal Mail Steam Packet is to acquire Grays Transport, a private road haulage partnership based at Andover, Hampshire, for a maximum £2m cash.

Triefus held back

Increased investment and a downturn of sales in Australia towards its year-end held back profits of Triefus, the diamond trading and drilling group, in 1988.

On turnover ahead 19 per cent to £29.45m, pre-tax profits were up from £1.42m to £1.6m. Earnings per share worked through at 9.23p (7.23p) and a recommended final dividend of 1p (2.5p) maintains the total at 3p.

GRANVILLE

SPONSORED SECURITIES

High	Low	Company	Price	Change	Gross Div %	Yield %	P/E
330	295	Am. Bt. Ind. Ordinals	330	0	10.3	9.1	6.9
38	28	Armitage and Rhodes	28	0	-	-	-
33	25	BBB Design Group (USM)	30	+2	2.1	6.8	7.3
173	149	Bardet Group (SD)	173	0	2.7	1.6	29.6
110	105	Bardet Group Co. Prof. (SD)	110	0	6.7	6.1	-
123	100	Bray Technologies	100	0	5.9	5.9	6.8
110	107	Brenhill Com. Prof.	108	0	11.0	10.2	-
305	295	CCL Group (Ordinals)	303	0	14.7	4.9	5.7
176	168	CCL Group 1 1/2% Cov. Prof.	174	0	14.7	8.4	-
195	140	Carbo Pic (SD)	195	0	7.6	3.9	11.5
110	109	Carro 7 1/2% Prof (SD)	110	0	4.0	9.4	-
387	355	George Blair	387	0	12.0	3.1	8.5
123	119	Isis Group	123	0	-	-	16.2
171	115	Jackson Group (SD)	171	0	7.1	4.2	9.9
322	261	Multihouse NV (AmstSD)	307	-5	-	-	-
107	98	Robert Jenkins	105	0	7.5	7.1	4.0
465	402	Scruttons	465	+2	38.7	4.0	12.4
280	270	Tonley & Carlisle	280	0	6.3	3.3	9.8
111	100	Tonley & Carlisle Com Prof.	111	0	10.7	9.6	-
122	92	Trevelyan Holdings (USM)	110	0	2.7	2.5	11.8
114	106	Unitrade Europe Com Prof.	114	0	4.0	7.0	-
395	395	Veterinary Drug Co. Plc.	395	0	22.0	5.6	9.4
370	327	W.S. Yates	327	0	16.2	5.0	27.3

Securities designated (SD) and (USM) are dealt in subject to the rules and regulations of the Stock Exchange. Other securities listed above are dealt in subject to the rules of TSA.

These Securities are dealt in strictly on a matched bargain basis. Neither Granville & Co Limited nor Granville Davies Limited are market makers in these securities.

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FT 30 FTSE 100
May 17/65/1774 N/C May 21/20/2130 -3
Jun 17/76/1785 N/C Jun 21/33/2143 -3
May 23/64/2376 -6
Jun 23/73/2385 -6

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Weekly net asset value

Leveraged Capital Holdings N.V. as at 5/5 was US\$ 312.47 Listed on the Amsterdam Stock Exchange

Information: Pierson, Hekking & Pierson N.V.

Nestlé Holdings, Inc. US\$ 100,000,000 5 per cent Bonds due 1997 with Warrants to acquire Bearer Participation Certificates of Nestlé S.A. Notice to Holders of the Warrants

The Board of Directors of Nestlé S.A. will propose at the Annual Shareholders' Meeting on 25th May, 1989, among other matters, to increase the share capital currently 330 million to Sfr. 348.6 million and the Bearer Participation Certificates capital from currently Sfr. 23 million to up to Sfr. 24.15 million. 20 shares or 20 Bearer Participation Certificates give the right to acquire one new security of the same category, at Sfr. 4500 per share or Sfr. 900 per Bearer Participation Certificate.

The holders of the Warrants issued by Nestlé's Holdings Limited in connection with the Nestlé Holdings, Inc. 5 per cent Bonds due 1987 who want to use their option to acquire Bearer Participation Certificates with subscription rights should present their Warrants to the Warrant Agent

at the latest on 22nd May, 1989

From 23rd May to 21st June, 1989, the Warrants will not be exercisable. The Exercise Price will be adjusted on 21st June, 1989, and will be published as soon as possible thereafter.

Nestlé's Holdings Limited, Nassau, Bahamas

11th May, 1989

Hawthorn Leslie issue

HAWTHORN LESLIE, the USM-quoted industrial holding company, has raised £2.5m through the issue of 4m shares, representing 2.19 per cent of its issued share capital, to Banque Paribas Capital Markets.

The proceeds of the issue, at 62 1/2p against yesterday's mar-

ket price of 65p, will be applied to the financing of future acquisitions.

Hawthorn Leslie has interests in electrical distribution, consumer electronics, printing and packaging and mobile communications.

Coopers & Lybrand

acted as financial advisers to the Joint Liquidators of


Clowes Holdings Limited

in the sale, through a public Purchase Invitation, of 29.74 per cent of the issued Ordinary Share capital of

J England Group plc

to

Unwin (Holdings) Limited



Coopers & Lybrand is authorized by the Institute of Chartered Accountants in England and Wales to carry on Investment Business


The Royal Bank of Scotland Group plc

£200,000,000 Floating Rate Notes 2005

In accordance with the Terms and Conditions of the Notes, notice is hereby given that for the interest period from

01st May 1989 to 01st August 1989, the Notes will bear a Rate of Interest of 12 1/4% per annum. The amount of interest payable on 01st August 1989 will be £163.95 per £5,000 Note; and £163.95 per £50,000 Note.

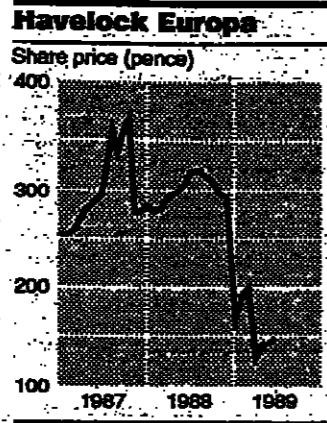
AGENT BANK: CHARTERHOUSE BANK LIMITED
A member of The Securities Association.



UK COMPANY NEWS

Holdings call in company doctor to revive Havelock

By Andrew Hill
PRESSURE FROM major shareholders has helped install Mr Lewis Robertson, the company doctor who is already chairman of two quoted UK groups, as executive chairman of Havelock Europe, the store-designer and shopfitter.



Scottish institutions and the Rennie family, which together own 57.5 per cent of Havelock, have now forced further departures from the board.

Chesterfield shares leap on results

SHARES of Chesterfield Properties leapt 102p to 856p yesterday as net assets of the Mayfair-based property investment and development group continued their seemingly inexorable rise.

don's Oxford Street brought in another £21m. Chesterfield's investment properties have been independently valued on an open market value basis at £310.28m.

Evans Halshaw shares fall 44p

SHARES IN Evans Halshaw fell 44p to 285p yesterday after the Birmingham-based motor dealer warned that a depression in the components after-market was proving to be "somewhat deeper and longer lasting than anticipated."

Windsor back in black

THE CONTINUATION of difficult conditions in the insurance broking market failed to prevent Windsor returning to the black in the half year to March 31 1989.

comparable period last time, and a loss of £103,000 for the full year to end-September 1988. Earnings per 10p share were 0.168p (losses of 0.45p).

Bank of Wales to receive £5m from Scottish parent

By Anthony Moreton, Welsh Correspondent
THE BANK OF Wales is to raise £5m from the Bank of Scotland, its controlling shareholder, to finance an expansion of its financial services.

the first bank in the UK to make a Tier 1 capital issue when it raised £180m in March. Mr Eric Crawford, chief executive of the Bank of Wales, said the finance was needed to meet the booming demand for lending.

Pensioning off the old rules

Richard Waters on SSAP24 and its possible effects

THE established orthodoxies of finance appear to be conjuring up assets (and hence extra reserves) from nowhere.

instinctive cry of "foul" - since all companies appear to be conjuring up assets (and hence extra reserves) from nowhere.

salary increases and investment returns, as does the market value of the scheme's assets. These give an informed reader an indication of how conservative or otherwise a company is being, and hints at any further undisclosed surplus (or deficiency) there may be in a scheme.

Steeley makes further buy in Spain

By Philip Coggan
Steeley, the UK construction materials group, has made a further acquisition in Spain with the purchase of an 80 per cent stake in Arberia, a Madrid-based construction materials group, for an undisclosed cash sum.

UK ECONOMIC INDICATORS

ECONOMIC ACTIVITY: Index of industrial production, manufacturing output (1985=100); engineering orders (£ billion); retail sales volume (1985=100); retail sales value (1985=100); registered unemployment (excluding school leavers) and unfilled vacancies (000s). All seasonally adjusted.

Table with columns: Ind. prod., Eng. orders, Retail sales value, Retail sales volume, Unemployed, Vacancies. Rows: 1987, 1988, 1989 (1st, 2nd, 3rd, 4th qtr).

OUTPUT: By market sector: consumer goods, investment goods, intermediate goods (materials and fuels), engineering output, metal manufacturing, textiles, leather and clothing (1985=100); housing starts (000s; monthly average)

Table with columns: Consumer goods, Invest. goods, Eng. output, Metal mfg, Textiles, Leather & clothing. Rows: 1988, 1989 (1st, 2nd, 3rd, 4th qtr).

EXTERNAL TRADE: Index of export and import volumes (1985=100); visible balance current (000s); off balance (000s); terms of trade (1985=100); official reserves.

Table with columns: Exports, Imports, Visible balance, Current balance, Off balance, Terms trade, Reserve. Rows: 1988, 1989 (1st, 2nd, 3rd, 4th qtr).

FINANCIAL: Money supply M0, M1 and M3 (annual percentage change); bank sterling lending to private sector; building societies' net inflow; consumer credit; all seasonally adjusted. Clearing Bank base rate (end period).

Table with columns: M0, M1, M3, Bank lending, BSB lending, Consumer credit, Base rate. Rows: 1988, 1989 (1st, 2nd, 3rd, 4th qtr).

INFLATION: Index of earnings (1985=100); basic materials and fuels; wholesale price of manufactured products (1985=100); retail prices and index (1987=100); Retail commodity index (1987=100); trade weighted value of sterling (1970=100)

Table with columns: Earnings, Basic mths, Wholesale mfg, RPI, Foods, Retail com. Rows: 1988, 1989 (1st, 2nd, 3rd, 4th qtr).

Not seasonally adjusted. Not changed in amounts outstanding, including bank loans.

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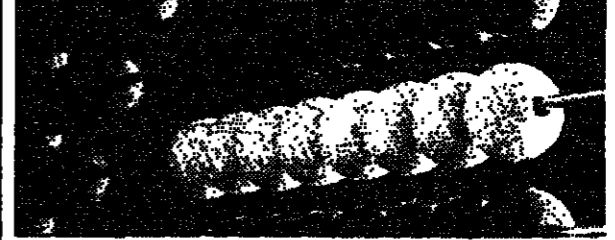
THE SCOTTISH FINANCIAL YEARBOOK



Where people still count.

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Form with fields for Name, Company, Address, Postcode. Includes logo for SCOTTISH FINANCIAL ENTERPRISE.



1 9 8 9 - 1 9 9 0

Commercial Union Assurance advertisement. Features 'CU ASSURANCE' logo and 'THREE MONTHS' REVIEW' section. Main headline: 'Operating profit before taxation £45.1m'. Includes a table of highlights comparing 3 months 1989 and 1988.

COMMODITIES AND AGRICULTURE

Ridley warns farmers on pollution

By Richard Donkin

BRITISH FARMERS were told last night to re-shape their attitudes to food production and reduce water pollution in a hard hitting speech by Mr Nicholas Ridley, the Environment Secretary...

National Rivers Authority, to be established under water privatisation, would take tough action against the small minority of farmers who persist in polluting the environment through thoughtlessness...

instance, and urged farmers to adopt good agricultural practice and not add unnecessary fertiliser. He also urged greater contact between farmers and retailers to encourage the growing of products the public would buy...

"Some of us may be more sympathetic to this than others. I personally view it as a way to tip off the customer by charging more for identical produce."

Biotechnology 'could add 10 per cent to EC crops'

BREAKTHROUGHS in biotechnology could raise European agricultural yields by well over 10 per cent by the turn of the century, according to a report drawn up for the EC Commission...

the agricultural industry is worried about public acceptance of its products. The report, by the Brussels-based agency Bureau Europeen de Recherches (BER), draws on a survey BER conducted of companies and research institutes throughout the EC, the US and Switzerland...

"The technologies... have the potential to increase yields, reduce losses and improve output quality," says the report. The study says a sophisticated method to detect diseases early is likely to make the most immediate impact on crop production...

this technique could add 10 per cent to the total production of cereals, oilseeds and sugar beet, the report says in estimates based on present areas under crops. It could be used for sugar beet as early as 1991, it estimates.

US expected to play down drought losses

By Nancy Dunne in Washington

A KEY report due out from the US Department of Agriculture later today is likely to provide conservative estimates of damage wrought by still-pervasive drought in important wheat growing states, according to most traders.

Mr Steve Freed, a grains analyst with Dean Witter Reynolds, says "The numbers could be the highest of the year." The winter drought has devastated hard red winter wheat crops in a four state area...

National Association of Wheat Growers, the trade estimates that for a total hard red output of 680m to 800m bushels, compared with the 800m produced last year. The 1987-88 hard red winter wheat harvest was less abundant than usual, having endured damage from both insects and disease.

ers will be closely monitoring the weather because improvement is still possible; farmers who lost their winter crop could plant again in the spring. But there are worries about low moisture in the subsoil, particularly in the Dakotas and Canada.

Canadian exports to fall by a third

By David Owen in Toronto

CANADIAN GRAIN exports in the 1988-89 crop year, ending July 31, are set to fall by at least a third from 1987-88 levels, as a consequence of last summer's protracted drought. As at the end of April, Canada had exported only 14.2m tonnes of grain, compared with 21m tonnes in the corresponding year-earlier period...

With little spare material left in storage bins, Canada's share of the global wheat trade could decline to only 12 per cent from around 20 per cent in recent years, some experts have predicted. Barring a bumper crop this season, little improvement is in prospect for 1989-90, since carryover stocks are approaching historically low levels...

By contrast, stocks of processed wheat are higher than 1987-88 levels at 2.43m tonnes against 1.76m, while oats stocks were down only marginally at 1.58m tonnes, compared with 1.67m.

With planting time for the new season approaching, Canadian farmers are again hoping for rain. According to recent estimates, topsoil moisture in the three prairie provinces of Manitoba, Saskatchewan and Alberta is currently at between 60 and 75 per cent of adequate levels.

'Miserable years' forecast for copper

By Kenneth Gooding, Mining Correspondent

THE MASSIVE Escondida project in Chile will have a seriously depressing impact on copper prices when it comes into production, predicted Sir Bruce Watson, chairman of MIM Holdings, yesterday.

"Then the market will start to anticipate Escondida and I expect 1991 and 1992 to be pretty miserable years." MIM has a vested interest in copper's performance because its Mount Isa Mine in Australia is the world's largest silver and lead producer and is among the top ten copper and zinc producers.

Sir Bruce pointed out that when Escondida came into operation it would involve a big step up in world copper production - about 300,000 tonnes of copper in concentrate a year at a price below 40 cents a lb.

Sir Bruce said in London yesterday that MIM was also a low-cost copper producer and would weather the storm Escondida would create. As for the short-to-medium-term prospects for other metals, Sir Bruce suggested "lead will float along, silver will fall a bit more and zinc will continue to do well."

S Yemen looks forward to its own oil income

Victor Mallet reports on prospects for the latest recruit to the ranks of the world's exporters

After North Yemen, it is now South Yemen's turn to join the ranks of the world's oil exporters. For a long time the ailing economy of South Yemen - officially the People's Democratic Republic of Yemen - has depended heavily on the oil wealth of other Arab states...

South Yemen as a whole. The Soviet Union, working under agreements between the Aden Government and Technoport, a commercial arm of the Soviet Ministry of Foreign Economic Relations, has invested the most. Credits worth some \$20m have been granted to South Yemen for the pipeline construction and development of the oilfields...

in the area, which comes under the aegis of the Yemen Company for Investment in Oil and Mineral Resources, a joint company with Technoport...

The Soviet Union found commercial quantities of oil in the Shabwa region in 1987 and by the end of this month output from exploration wells in the Eastern Ayyad, Western Ayyad and Amal fields is expected to reach about 7,000 barrels a day.

Exploration by Western oil companies in South Yemen has also intensified since 1980, and the French have taken a leading role. Total in partnership with Elf and Elf Exploration and Union Oil of California, completed a seismic survey this year and is expected to start its first exploration well in June in its East Shabwa concession next to the Shabwa block.

As the Shabwa production turns out to be particularly high there are tentative plans to extend the pipeline from Bir Ali to the Aden refinery, although present projections suggest the investment would not be worthwhile.

Although the pipeline could probably handle about 120,000 bbl/d for export from a new Bir Ali terminal, initial production from Shabwa is thought unlikely to exceed 50,000 bbl/d. Early announcements made last month that South Yemen had reserves of more than 30n barrels are now treated with scepticism in the oil industry, but it will not be long before the country, with domestic requirements of only about 15,000 bbl/d, becomes a net exporter.

Some areas of South Yemen are still open. Particular attention is being paid to the 2,900 square km corridor in a once-disputed border area between North and South Yemen, while the title to the Shabwa concession being developed by the Soviet Union remains with South Yemen's Petroleum Exploration Department.

Any increase in foreign exchange earnings will, however, be a welcome relief for a country which has suffered from falling remittances and foreign aid flows. With North Yemen already producing some 200,000 bbl/d, some predictions suggest that the two Yemenis together may eventually produce as much as 1m bbl/d, which would make them a force to be reckoned with, whether or not they join the Organisation of Petroleum Exporting Countries.

Brazil weathers home-grown energy crisis

By John Barham in Sao Paulo

BRAZIL HAS only just avoided a home-grown energy crisis after supplies of fuel alcohol, distilled from sugar cane, started running dangerously low.

Fortunately, the 1988 sugar cane harvest is just beginning, averting a potentially crippling fuel shortage. About a third of Brazil's cars run on alcohol and a shortage could aggravate a strike wave gripping the country.

They had promised the Government to deliver 2.7m litres of alcohol at the last harvest but produced only 1.7m litres, although they harvested enough sugar to make the full amount. They used the surplus sugar cane to produce more demerara sugar and sold it for export, creating an immediate alcohol shortage of 10m litres.

University of Sao Paulo, an authority on the alcohol policy, said that "long term factors are also at work to create a shortage." He said that while consumption had increased by 60 per cent over the past five years, output had risen by only a fifth. Producers complained, he added, that government-controlled prices were too low, discouraging investment.

BANKING AND FINANCE IN THE NETHERLANDS. The Financial Times proposes to publish this survey on: 1st JUNE 1989. For a full editorial synopsis and advertisement details, please contact: RICHARD WILLIS at AMSTERDAM (020) 225668/239438.

LONDON MARKETS. NEARBY coffee prices again rose sharply yesterday amid talk of a squeeze by a US operator which is believed to have an uncovered position of around 8,000 lots out of a total of 7,780 lots for the spot market.

COCOA. Close Previous High/Low. May 990 987 997 988. May 714 712 720 713. Sep 732 727 718 713. Dec 772 778 771 763. Mar 767 770 767 768. Jul 780 795 790 787. Turnover 7410 (6983) lots of 10 tonnes.

LONDON METAL EXCHANGE. Close Previous High/Low. Aluminium, 92.7% purity (35 per tonne). May 2300 2295 2320 230. Sep 2145 2140 2155 2140. Copper, Grade A (2 per tonne). May 1692.5 1699.701 1701.1698 1699.700. Sep 1677.5 1685.4 1683.1673 1680.1.

US MARKETS. IN THE METALS, gold prices slipped in quiet trading on mostly local liquidity reports. Drexel Burnham Lambert, silver futures drifted lower as profit taking in absence of follow-through fund buying was seen.

NEW YORK. GOLD 100 Troy oz, \$/troy oz. May 377.0 378.5 378.7 378.7. Jul 381.0 382.0 381.2 381.6. Sep 383.0 384.4 385.2 385.6.

CHICAGO. SOYBEANS 5,000 bu min, cents/bush. May 28.2 28.0 28.4 28.4. Jul 28.4 28.2 28.6 28.6. Sep 28.8 28.6 29.0 29.0. Dec 29.2 29.0 29.4 29.4. Mar 29.6 29.4 29.8 29.8.

WHEAT 5,000 bu min, cents/bush. May 22.4 22.2 22.6 22.6. Jul 22.6 22.4 22.8 22.8. Sep 23.0 22.8 23.2 23.2. Dec 23.4 23.2 23.6 23.6. Mar 23.8 23.6 24.0 24.0.

LONDON STOCK EXCHANGE

Equities easier in nervous trading

THE UNEASY mood persisted in the UK stock market yesterday as managers of the big investment funds reacted cautiously to uncertainties over the dollar and the continued weakness on Wall Street. Finesse in financial stocks against the trend of the rest of the market, reflected a move towards risk averse issues in a market which has begun to react sharply to disappointing corporate news.

This week presents a significant test of equity market confidence as a number of leading UK companies report trading progress for a period likely to show the effects of high domestic interest rates. The market

that BP planned a rights issue. The FT-SE Index, on the downside throughout the session, closed above the worst at 2,117.8, a loss of 6.1. With the New York market uncertain in early deals as it waited news from the action of ten year Federal securities, London closed on a quiet note.

The renewed tension in the US dollar, together with Wall Street's slight downward session and inability to hold onto the Dow 2,400 mark, has turned London's attention back towards international influences on the UK market. At Salomon International, Michael Howell commented that foreign investors may

have been upset by the reappearance of industrial labour tensions in the UK. BZV, the UK securities house, pointed out that since February the UK equity market stands "head and shoulders" above other major international markets in the performance tables, and that the key yardstick now is the Dow.

London money market rates were more subdued yesterday but two securities houses, Kleinwort Benson and Warburg Securities, repeated their views that "14 per cent base rates are coming", questioning market confidence that rates have peaked at their current 13 per cent levels.

Consolidated Gold Fields eased in thin trade as American Barrick Resources denied hints circulating in London that it was about to bid for Newmont Mining in the US - a development which could, even at this stage, bring victory for Minoro's £3.5bn offer for Gold Fields.

BAA, operator of UK airports, continued to fall as City analysts waited to see if the group has run foul of the UK Monopolies and Mergers Commission. An almost lone firm spot among leading stocks was British Aerospace, encouraged by optimistic comments from the chairman at the annual meeting.

FINANCIAL TIMES STOCK INDICES

	May 10	May 9	May 8	May 5	Apr 4	Year Ago	1988	Low	High	Since Completion
Government Secs	88.56	88.52	88.55	88.55	88.92	89.83	89.22	85.84	127.4	49.18
Fixed Interest	97.96	97.84	97.27	97.50	97.50	97.95	98.59	98.93	106.4	50.53
Ordinary	1783.4	1787.8	1782.7	1770.8	1758.1	1408.4	1770.9	1447.8	1806.2	48.4
Gold Mines	173.3	174.4	174.7	174.3	173.7	197.3	198.1	154.7	734.7	43.5

S.E. ACTIVITY

Indicates	May 9	May 8
GIIT Edged Bargains	89.1	87.5
Equity Bargains	188.8	210.1
Equity Value	2825.9	2244.8
5-Day averages		
GIIT Edged Bargains	88.9	86.8
Equity Bargains	207.1	227.5
Equity Value	2397.8	2284.8

BP weak ahead of figures

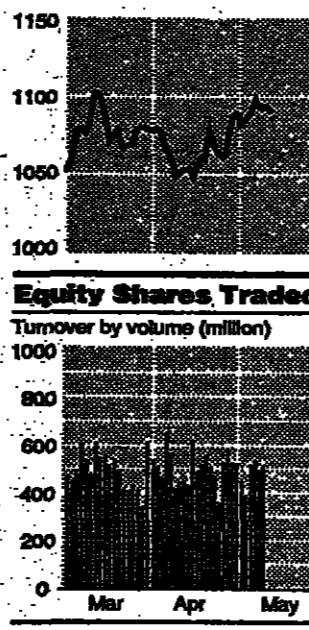
BP was said by traders to have been partly responsible for the market weakness of the equity market around midday when stories of a sizeable rights issue - to accompany the first quarter figures expected today - went round the City. The rumour, it was said, emanated from the traded options market.

BP shares, trading around the 279p mark for much of the morning, suddenly fell back to 276p on the rights issue stories. The fund raising, according to market accounts, was to pay for the compulsory reduction of the KID stake from around 22 per cent to below 10 per cent. Dealers, sceptical of the rights issue, said the speculation was accompanied by a number of hefty selling orders, but that these quickly dried up. The share price then steadied and eventually closed a net 3 off at 278 1/2p on turnover approaching 7m.

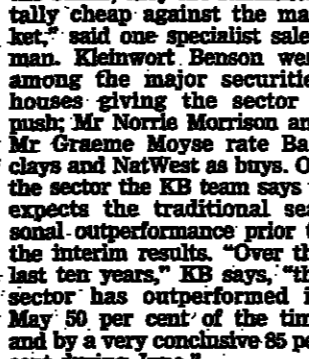
Oil sector specialists also shrugged aside the rumours but said the shares could have been unsettled by news that the Alaskan Senate had raised the state's Severance Tax and that BP would be adversely affected. "Over a full-year, it could cost BP possibly \$100m pre-corporation tax, reducing to \$50m-\$60m post tax, or some 25%," said one analyst. He added that the move was "more a loss of a benefit than an imposition, just an irritation."

Another story was that the imminence of a second tranche of BP's issues of Prudhoe Bay royalty units had been misinterpreted as a cash raising issue via a rights. The first tranche of BP royalty units was sold around two months ago.

FT-A All-Share Index



Equity Shares Traded



about to announce the sale and leaseback of its London headquarters. Investors continued to back away from the international blue chips in the face of the confusion over the outlook for the US dollar.

With the market convinced that the merger with Smith-Kline Beckman is all but signed, sealed and delivered, Becham traded quietly, easing 3 to 619p. Fisons at 286p lost 1.5p, overshadowed by the sell-off of a major leading UK house.

However, with the German mark firm against the pound, ICI stood out against the market trend, adding 5 to 1219p. The speculation over a rights issue from BP upset the rest of the oil sector where Shell slipped back to 396p before steady and closing only a fraction easier at 399p after turnover of 2.2m shares. UBS Phillips & Drew are forecasting net income from Shell of £1.25bn, Kitcat & Aitken £1.2bn, BZV £1.035bn and Kleinwort Benson £1bn.

Ultramar was a vulnerable market and dipped 3 to 313p, raising a concern that Sir Bon Brierley could be abandoning reducing his near 14 per cent stake in the oil group; one dealer said: "If you listen to every rumour about the Brierley stake, he's been selling his shares for the past couple of years."

Tuesday's major casualties in the building sector, sheltered housing groups McCarthy & Stone and Angela Secure Homes, remained under strong downward pressure after the former's profits warning issued along with the interim figures.

McCarthy shares dipped further to 245p before settling a net 5 lower at 246p.

Among quietly traded Stores Lowlands Queensway, the furniture and carpets retailer, reported interim profits of £9.1m, down from £16.8m at the same stage last year, and the sale of London toyshop Hamleys for £22m to Larchwood. The market reacted initially by sending Lowlands 5 lower to 39p as the company warned that current sales were below expectations, but the price recovered later in the day to 4 1/2 better at 42 1/2p.

Fashion group Etam also performed well against the market, its shares climbing 9 to 184p; UBS Phillips & Drew, the company's broker, is hosting a presentation in Scotland next week. Trading in T & S Stores, the tobacco, cards, newspaper and confectionery retailer, was suspended with the shares standing at 145p. The company is said to be deep in negotiations over a "major" acquisition, and market sources suggested that two Next-owned newsgates, Alfred Freedy or Dillon, could be part of a deal which should

Berisford news

The revelation that Mr Larry Goodman, the Irish meat millionaire, had increased his stake in foods group Berisford International from 7.4 per cent to just over 9 per cent caught dealers by surprise. It was announced later - after the market had closed - that two directors on the Berisford board had resigned, and that the company is to reorganise its property division.

As for the Goodman stake, last week the sighting of a large block of Berisford stock sold into the market had led some observers to conclude that the Irishman was tightening his holding. News of the increased stake helped Berisford buck the market trend.

NEW HIGHS AND LOWS FOR 1989

NEW HIGHS (128): BRITISH FUR (10) LONDON (10) AMERICAN... (List of 128 new highs including various stocks like British Fur, London, American, etc.)

NEW LOWS (128): ... (List of 128 new lows including various stocks like American, etc.)

United hints

United, the electronics components and equipment group, was among the market's best performers, the shares racing ahead to a year's best of 385p before closing 30p stronger at 354p; dealers said there had been heavy speculative buying of United shares, particularly from Switzerland.

Dr Tito Tetamanti, based in Switzerland, recently revealed he and his associates had built up a stake of more than 8 per cent in United, where another Swiss group, Elektrowatt, has a 29.9 per cent holding.

"With the Swiss getting behind in it, it seems likely that Dr Tetamanti has been back in the market, or will be pretty soon," was the comment from one close observer of the company. Last month United paid £24m (£11.7m) for Wells Electronics, a US manufacturer of electronic components.

United's interim profit of 17 to 85p in active trade as Salomon Brothers introduced 25m new three year covered warrants.

The banks continued to outperform the rest of the market. It's been the same all week, institutions are still turning to

APPOINTMENTS

has appointed Mr Adrian Reeve as managing director of Wessex Advanced Switching Products, Havant. He was business development executive at the group's headquarters, and succeeds Mr Ron Turner who died in February.

■ CARPENTER'S has appointed Mr John Taylor as shop operations director. He was a divisional director of Kwik-Fix Holdings.

■ TARMAC construction management division has appointed Mr Richard Bennett as London operations director. He was with John Lillott Management.

■ Mr Alec Webster, regional deputy chairman of British Gas Southern, has been elected president of THE CHARTERED ASSOCIATION OF CERTIFIED ACCOUNTANTS.

■ Mr Ernie Harvey has been appointed construction director of DECLAN KELLY HOMES. He was construction director with Super Homes, part of the Laing Homes Group.

■ Mr R.A. Laurensen has been appointed a non-executive director of JAMES FINLAY BANK. Mr G.R. Thomas, a non-executive director, will retire on May 24.

■ Mr Bo C.E. Renfors, managing director of Skandinavia Eneklida Banken, Gothenburg, and Mr Rikyrin Vilmandsson, managing director, Landsbanki

Rank Xerox managing director

Mr Bernard Fournier is to succeed Mr Roland Magnin at RANK XEROX as managing director from June 1. He has been deputy managing director at Rank Xerox, the photocopying business jointly owned by Xerox of the US and the British Rank Organisation, since February. Mr Magnin has been elected a corporate vice president at Xerox. He will assume many functions which were formerly the responsibility of Mr William F. Glavin, a Xerox vice chairman, who is retiring.

Mr Ian Tyler has been appointed group treasurer at STOREHOUSE. He is currently manager of financial accounting. Ms Sarah Laws has been promoted from assistant group treasurer to financial controller of Oppidan Estates, the joint venture property company with London and Edinburgh Trust.

VENTURE FACTORS, Haywards Heath, has appointed Mr Tony Cox as managing director of the new company. He was sales and marketing director of International Factors, a Lloyds Bank subsidiary. Mr John MacKenzie, previously head of client operations at International Factors, joins Venture Factors as operations director. Sales and marketing director is Mr John Peters.

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TRADING VOLUME IN MAJOR STOCKS

The following is based on trading volume for most Alpha securities dealt through the SEAI system yesterday until 5 pm.

Stock	Value	Qty	Day's	Stock	Value	Qty	Day's
	(M)		change		(M)		change
ADAC	3.500	240	+3	Continental	4.0	30	-2
Alcan	1.700	100	-	Deutsche	2.5	20	-
Arcor	1.700	100	-	Eurochem	1.5	12	-
Autalca	1.200	80	-	Hamam	1.0	8	-
Av. Dr. Ford	3.5	28	-	Lawrie	1.0	8	-
B&S	1.200	80	-	Marshall	1.0	8	-
BEA	3.0	24	-	M&P	1.0	8	-
BEI	0.8	6	-	M&P	1.0	8	-
BEL	1.0	8	-	Medbank	1.0	8	-
BEL	1.0	8	-	Medbank	1.0	8	-
BEU	1.0	8	-	Medbank	1.0	8	-
BFI	1.0	8	-	Medbank	1.0	8	-
BFI	1.0	8	-	Medbank	1.0	8	-
BFI	1.0	8	-	Medbank	1.0	8	-

COMPANY NOTICES

CNT
Caisse Nationale des Télécommunications

FF 600,000,000
Adjustable Rate Series A Bonds due 1996
(issued on May 14, 1986)

FF 400,000,000
Adjustable Rate Series B Bonds due 1996
(issued on September 30, 1987)

Unconditionally guaranteed by the Republic of France

The Fiscal Agent
KREDITBANK
S.A. LUXEMBOURGEOISE

11 May 1989

eliminated by the news and the shares rose 3 to 163p amid talk that any prospective bidder would have to pay up to 200p a share for the company.

Evans Halshaw scurried lower when the chairman warned at yesterday's annual meeting that the depression in the components aftermarket was deeper than expected with two subsidiaries operating well below the anticipated profit levels. The shares tumbled 36 to 353p.

WFF gaining 13 to 69p helped by US stories that the bid for Ogilvy Group could be thwarted by the appearance of a number of white knights, although American Express was not thought to be one of them. Boase Massimi Pollitt continued to pull higher and

closed at 331p, compared with the 300p-a-share offered by French group BDDP, on speculation that US agency Omnicom Group could emerge as a friendly bidder or that BDDP is poised to increase its terms. Chesterfield Properties put in a tremendous performance, climbing 102 to 955p after revealing a 35 per cent improvement in annual profits to £10.6m. The chief factor behind the surge in the share price was the massive rise in the company's net asset value, sharply increased annual profits enabled Walter Rueschmann (378p) to beat the trend, but Mersey Docks & Harbour units slipped on profit-taking to end 23 down at 705p.

Tooled nervously in heavy volume to close 3 1/2 down at 132 1/2p awaiting the

next move in the bid situation: Coats Vivella's ultimatum for an agreed offer expires at midnight.

Trusthouse Forte continued to climb, the shares adding 3 1/2 to 315 1/2p on turnover of 2.8m. The rebound by French holiday group Club Med to confirm or deny rumours that it is planning a cross-shareholding agreement with THF was duly noted by dealers. Ladbroke fell 2 to 544p after launching a £140m Euro-convertible issue; dealers said they expect some investors to switch out of the ordinary shares and into the convertibles.

Other market statistics, including FT Actuaries Share Index and London Traded Options, Page 25

Tiger Oats Limited
(Registration No. 0517781/106)
Incorporated in the Republic of South Africa

PROPOSED SUB-DIVISION OF ORDINARY SHARES

UAL Merchant Bank Limited is authorised to announce that the board of directors of the Company has proposed that each of the ordinary shares of R1 in the share capital of the Company be sub-divided into 10 ordinary shares of 10 cents each. The sub-division should increase marketability by adjusting the market price of the shares to approximately one-tenth of the market price prior to the sub-division.

Documentation concerning the above proposal is being prepared and will be despatched to ordinary shareholders as soon as possible. A further announcement giving notice of the effective date of the sub-division will be published at the appropriate time.

Merchant bankers
UAL Merchant Bank Limited
(Reg No 55103181/006)
(Registered bank)
Sponsoring brokers
Frankel, Kruger, Vindrine Inc
Incorporating Menell, Jack Hyman, and UAL Merchant Bank (Pty) Ltd
(Member of the Johannesburg Stock Exchange)
(Reg No 7208352/21)
40 Holborn Viaduct
London EC1P 1AJ
11 May 1989

LEGAL NOTICES

NOTICE OF APPOINTMENT OF ADMINISTRATIVE RECEIVER

I, John Ross of Cork Gully, Chartered Accountant, 108 Great Victoria Street, Belfast BT2 7AX, was appointed administrative receiver of SPERRIN INVESTMENTS LIMITED. Registered number 08118823 by the Governor and Company of the Bank of Ireland on 27 April 1989.

PROPERTY INVESTMENT & FINANCE

The Financial Times proposes to publish this survey on:
6th July 1989

For a full editorial synopsis and advertisement rates please contact:
Joanna Dawson
on 01-573 3269
or write to her at:
Number One, Southbank Bridge
London, SE1 9HL

FINANCIAL TIMES
LONDON & BIRMINGHAM

REPUBLIC OF PERU
MINISTRY OF ENERGY AND MINES
EMPRESA PROMOTORA BAYOVAR S.A.

A PUBLIC INTERNATIONAL BID FOR A TURN-KEY CONTRACT WITH FINANCING FOR THE EXPLOITATION OF PHOSPHATES IN BAYOVAR - AREA II NO. PB-LPI-001-89

NOTICE OF EXTENSION

Upon request of the interested party, we herewith inform that the submission for the International Public Bid in its prequalification phase has been modified in accordance to the following schedule:

- Sale of prequalification documents until June the 3rd, 1989.
- Any consultation on the bidding documents can be made until June the 10th, 1989.
- Act of opening of the proposals for prequalification June the 20th, 1989.
- Publication of results will be on June the 30th, 1989.

Lima, April the 28th, 1989

FT UNIT TRUST INFORMATION SERVICE

Current Unit Trust Prices are available on FT Cityline. To obtain your free Unit Trust Code Booklet ring the FT Cityline help desk on 01-925-2128

AUTHORISED UNIT TRUSTS

Main table containing unit trust information, organized into columns for various trust categories and providers. Includes sub-sections like 'GUIDE TO UNIT TRUST PRICING' and 'UNIT TRUST PRICING'.

GUIDE TO UNIT TRUST PRICING
This section provides detailed instructions on how to interpret the unit trust prices listed in the main table, including information on bid and offer prices, and how to calculate the net asset value.

مكتبة المصور

FT UNIT TRUST INFORMATION SERVICE

Current Unit Trust Prices are available on FT Cityline. To obtain your free Unit Trust Code Booklet ring the FT Cityline help desk on 01-925-2128

Main table containing unit trust information with columns for Name, Price, Yield, and other financial metrics. Includes sub-sections for 'OTHER UK UNIT TRUSTS' and 'INSURANCES'.

OTHER UK UNIT TRUSTS

INSURANCES

Continued on next page

FT UNIT TRUST INFORMATION SERVICE

Current Unit Trust Prices are available on FT Cityline. To obtain your free Unit Trust Code Booklet ring the FT Cityline help desk on 01-925-2128

Main table containing unit trust information with columns for Name, Price, Offer, Yield, and various fund details. Includes sub-sections like 'MANAGEMENT SERVICES', 'OFFSHORE AND OVERSEAS', 'GUERNSEY (SB RECOGNISED)', 'LUXEMBOURG (SB RECOGNISED)', 'JERSEY (SB RECOGNISED)', 'SWITZERLAND (SB RECOGNISED)', and 'GUERNSEY (**)'.

Handwritten note: 'Unit Trusts'

FT UNIT TRUST INFORMATION SERVICE

Table of FT Unit Trust Information Service listing various unit trusts with columns for Name, Price, Yield, and other financial metrics.

LONDON SHARE SERVICE

Table of London Share Service listing various share funds and commonwealth/afrikan assets with columns for Name, Price, Yield, and other financial metrics.

Handwritten Arabic text at the top center of the page.

COMMONWEALTH & AFRICAN ASSETS

Table of Commonwealth & African Assets listing various international investments.

LOANS

Table of Loans listing various financial instruments and their terms.

AMERICANS

Table of Americans listing various US-based investments.

CORPORATION LOANS

Table of Corporation Loans listing various corporate debt instruments.

Money Market Bank Accounts

Table of Money Market Bank Accounts listing various banking services and interest rates.

BRITISH FUNDS

Table of British Funds listing various UK-based investments.

BRITISH FUNDS - Contd

Table of British Funds - Contd listing various UK-based investments.

Over Fifteen Years

Table of Over Fifteen Years listing long-term investment options.

Undated

Table of Undated listing various investment options.

Index-Linked

Table of Index-Linked listing index-linked investment options.

Five to Fifteen Years

Table of Five to Fifteen Years listing medium-term investment options.

INT. BANK AND O'SEAS

Table of INT. BANK AND O'SEAS listing international bank and overseas investments.

Other Offshore Funds

Table of Other Offshore Funds listing various offshore investment options.

Other Offshore Funds

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Money Market Trust Funds

Table of Money Market Trust Funds listing various money market investments.

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LONDON SHARE SERVICE

Latest Share Prices are available on FT Cityline. To obtain your free Share Price Booklet ring the FT Cityline help desk on 01-925-2128

AMERICANS - Contd

Table listing American stocks with columns for Stock, Price, Bid, Offer, and P/E ratio.

BUILDING, TIMBER, ROADS - Contd

Table listing Building, Timber, and Roads stocks with columns for Stock, Price, Bid, Offer, and P/E ratio.

DRAPERY AND STORES - Contd

Table listing Drapery and Stores stocks with columns for Stock, Price, Bid, Offer, and P/E ratio.

ENGINEERING

Table listing Engineering stocks with columns for Stock, Price, Bid, Offer, and P/E ratio.

INDUSTRIALS (Miscel.) - Contd

Table listing Industrial (Miscellaneous) stocks with columns for Stock, Price, Bid, Offer, and P/E ratio.

INDUSTRIALS (Miscel.) - Contd

Table listing Industrial (Miscellaneous) stocks with columns for Stock, Price, Bid, Offer, and P/E ratio.

CANADIANS

Table listing Canadian stocks with columns for Stock, Price, Bid, Offer, and P/E ratio.

ELECTRICALS

Table listing Electrical stocks with columns for Stock, Price, Bid, Offer, and P/E ratio.

FOOD, GROCERIES, ETC

Table listing Food, Groceries, etc. stocks with columns for Stock, Price, Bid, Offer, and P/E ratio.

HOTELS AND CATERERS

Table listing Hotels and Caterers stocks with columns for Stock, Price, Bid, Offer, and P/E ratio.

INSURANCES

Table listing Insurance stocks with columns for Stock, Price, Bid, Offer, and P/E ratio.

INDUSTRIALS (Miscel.) - Contd

Table listing Industrial (Miscellaneous) stocks with columns for Stock, Price, Bid, Offer, and P/E ratio.

BANKS, HP & LEASING

Table listing Banks, HP & Leasing stocks with columns for Stock, Price, Bid, Offer, and P/E ratio.

CHEMICALS, PLASTICS

Table listing Chemicals and Plastics stocks with columns for Stock, Price, Bid, Offer, and P/E ratio.

DRAPERY AND STORES

Table listing Drapery and Stores stocks with columns for Stock, Price, Bid, Offer, and P/E ratio.

INDUSTRIALS (Miscel.) - Contd

Table listing Industrial (Miscellaneous) stocks with columns for Stock, Price, Bid, Offer, and P/E ratio.

INDUSTRIALS (Miscel.) - Contd

Table listing Industrial (Miscellaneous) stocks with columns for Stock, Price, Bid, Offer, and P/E ratio.

INDUSTRIALS (Miscel.) - Contd

Table listing Industrial (Miscellaneous) stocks with columns for Stock, Price, Bid, Offer, and P/E ratio.

BEERS, WINES & SPIRITS

Table listing Beers, Wines & Spirits stocks with columns for Stock, Price, Bid, Offer, and P/E ratio.

BUILDING, TIMBER, ROADS

Table listing Building, Timber, and Roads stocks with columns for Stock, Price, Bid, Offer, and P/E ratio.

INDUSTRIALS (Miscel.) - Contd

Table listing Industrial (Miscellaneous) stocks with columns for Stock, Price, Bid, Offer, and P/E ratio.

INDUSTRIALS (Miscel.) - Contd

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INDUSTRIALS (Miscel.) - Contd

Table listing Industrial (Miscellaneous) stocks with columns for Stock, Price, Bid, Offer, and P/E ratio.

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CURRENCIES, MONEY AND CAPITAL MARKETS

FOREIGN EXCHANGES

Profit taking hits dollar

PROFIT TAKING pushed the dollar lower on foreign exchanges yesterday amid some doubt about the future prospects for the currency. It was said in Tokyo that Japanese demand for three-year US Treasury notes, at Tuesday's part of this week's quarterly refunding auction, was disappointing leading to selling of the dollar in Tokyo.

There was a general pause for breath yesterday and a move towards consolidation after the dollar's recent strong performance. The rise has taken the dollar through the previous top of its range at DM1.90, but has been held back by fears the central banks are waiting to set a trap for holders of long dollar positions.

As the market took profits, the dollar closed weaker in London, falling to DM1.9050 from DM1.9150 to Y134.40 from Y134.80 to SFr1.8925 from SFr1.7040; and to FF6.4325 from FF6.4675. On Bank of England figures the dollar's index fell to 69.2 from 69.4.

FINANCIAL FUTURES

Short sterling edges firmer

SHORT STERLING prices were marginally firmer in life trading yesterday, after a small decline in cash market rates. However, the extent of the rise in contract prices was limited because most traders see little likelihood of a fall in interest rates just yet, and certainly not before the maturity of the near contract in June.

back as investors take profits at the higher levels. The June price touched a high of 86.95 yesterday before slipping back to 86.52 compared with 86.87 at the opening and 86.89 on Tuesday.

West German bond futures finished on a firmer note as a stronger D-Mark helped to relieve upward pressure on cash rates. The June bond price recovered from a nervous start to finish at 93.23, up from 92.01 at the opening and 93.15 on Tuesday.

EMS EUROPEAN CURRENCY UNIT RATES

Table with columns for Country, Unit, and Rate. Includes entries for Belgium, Denmark, France, Germany, Greece, Italy, Netherlands, Portugal, Spain, and UK.

£ IN NEW YORK

Table showing exchange rates for £ in New York with columns for May 10, Last, and Previous.

STERLING INDEX

Table showing Sterling Index values for various time periods (8.30 am, 10.00 am, 11.00 am, 1.00 pm, 2.00 pm, 3.00 pm, 4.00 pm).

CURRENCY RATES

Table showing currency rates for various countries including Australia, Canada, Hong Kong, Japan, etc.

CURRENCY MOVEMENTS

Table showing currency movements with columns for Currency, Rate, and Change.

OTHER CURRENCIES

Table showing rates for other currencies like Argentina, Brazil, etc.

MONEY MARKETS

UK rates steadier

UK INTEREST rates were relatively steady in London yesterday, reflecting a slightly more relaxed tone, as sterling showed an overall improvement in currency markets.

the afternoon of 291m through further eligible bank bill purchases in hand 1 at 12 1/4 per cent. Late bid came to £110m, making a total of £326m.

FT LONDON INTERBANK FIXING

Table showing FT London Interbank Fixing rates for 3 and 6 months US Dollars.

MONEY RATES

Table showing Money Rates for New York, including Treasury Bills and Bonds.

LONDON MONEY RATES

Table showing London Money Rates for various currencies and terms.

LIFFE LONG GILT FUTURES OPTIONS

Table showing LIFFE Long Gilt Futures Options with columns for Strike, Call, Put, etc.

LIFFE US TREASURY BOND FUTURES OPTIONS

Table showing LIFFE US Treasury Bond Futures Options with columns for Strike, Call, Put, etc.

LIFFE EURO-DOLLAR OPTIONS

Table showing LIFFE Euro-Dollar Options with columns for Strike, Call, Put, etc.

LIFFE SHORT STERLING

Table showing LIFFE Short Sterling with columns for Strike, Call, Put, etc.

CHICAGO

Table showing Chicago market data including U.S. Treasury Bonds.

JAPANESE YEN INDEX

Table showing Japanese Yen Index with columns for Date, High, Low, etc.

U.S. TREASURY BILLS INDEX

Table showing U.S. Treasury Bills Index with columns for Date, High, Low, etc.

U.S. TREASURY BONDS INDEX

Table showing U.S. Treasury Bonds Index with columns for Date, High, Low, etc.

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U.S. TREASURY BONDS INDEX

Table showing U.S. Treasury Bonds Index with columns for Date, High, Low, etc.

LIND WALDOCK & COMPANY advertisement for Commercial and Institutional Division, listing services and contact information.

FACTORY AUTOMATION advertisement by MEYRICK SIMMONDS, offering financial services and automation solutions.

JOTTER PAD advertisement for a notepad or journal.

CROSSWORD advertisement for a crossword puzzle set by Highlander, No. 6931.

EUROPEAN OPTIONS EXCHANGE

Table showing European Options Exchange data with columns for Series, Vol, Last, etc.

BASE LENDING RATES

Table showing Base Lending Rates for various banks and currencies.

WORLD STOCK MARKETS

Handwritten note: "Market is volatile"

Main table of world stock markets including sections for Australia, Belgium/Luxembourg, Denmark, France, Germany, Greece, Hong Kong, India, Japan, Korea, Malaysia, New Zealand, Norway, Singapore, South Africa, Spain, Sweden, Switzerland, Taiwan, Thailand, and Tokyo. Each section lists various stocks with their prices and changes.

Canada section containing two tables: 'TORONTO 4pm prices May 10' and 'CANADA' listing various Canadian stocks and their market performance.

Indices section containing 'NEW YORK DOW JONES' and 'INDICES' tables showing major stock indices and their values.

Trading Activity section containing 'NEW YORK TRADING ACTIVITY', 'CANADA', and 'NEW YORK ACTIVE STOCKS' tables.

Tokyo - Most Active Stocks section containing a table of active Japanese stocks.

Advertisement for 'ON BUSINESS IN LUXEMBOURG?' featuring '12 issues free when you first subscribe to the Financial Times' and contact information for Wilf Brüssel.

4pm prices May 10

NEW YORK STOCK EXCHANGE COMPOSITE PRICES

Main table containing stock prices, volume, and other market data. Columns include 12 Month High/Low, Stock Name, Div. Yield, P/E Ratio, and Close Price.

Continued on Page 41

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NYSE COMPOSITE PRICES

Table of NYSE Composite Prices with columns for Stock, Div., Vol., High, Low, Last, Change, and Price. Includes a sub-section for AMEX Composite Prices at the bottom.

OVER-THE-COUNTER

Nasdaq national market, 3pm prices May 10

Table of Over-the-Counter prices with columns for Stock, Div., Vol., High, Low, Last, Change, and Price. Includes a sub-section for FT Germany at the bottom right.

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AMERICA

Dow breaks through after long run of daily declines

Wall Street

THE Dow Jones Industrial Average finally broke out of its long run of daily declines yesterday although the gain was minimal, writes Janet Bush in New York.

The drift downwards has been more notable for its rarity than for what it says about the state of the market. The losses have been very small in the context of some of the very large daily fluctuations seen recently.

It was a sharp fall in bond futures on rumours that the three-year auction was going poorly on Tuesday afternoon which provoked the only real selling in an otherwise fairly stable day.

Newmont Mining was one of the most actively traded issues on the New York Stock Exchange and jumped \$1 to \$40 on bid speculation.

Blockbuster Entertainment dropped \$4 to \$26 in active trading after an assault on the company by analysts.

INVESTORS showed little interest and preferred to wait for tomorrow's US producer price index as Toronto share prices closed mixed in trendless trading.

EUROPE

Interest focuses on company figures and speculation

A STEADY flow of company results and sporadic speculation added interest to European bourses yesterday, but most ended lower nevertheless, writes Our Markets Staff.

Tuesday's as foreign interest felt the market going. The Comit rose 2.14 to 603.32. Toro Assicurazioni lost L300 to L20,400 after its parent company announced profit up 18.5 per cent.

Another annual high of 5,980.58, up 9.91 points. Leading holding Societe Generale edged BFR6 lower to BFR2,490 after announcing a BFR2,400 group loss in 1988.

Schuitema, the retailer, gained F1 75 to F1 1,625 after a former shareholder failed to regain his stake through court action.

another annual high of 5,980.58, up 9.91 points. Leading holding Societe Generale edged BFR6 lower to BFR2,490 after announcing a BFR2,400 group loss in 1988.

with the 12-15 seen in early 1987. Politics has also played a large part in the present rally, which was unleashed by the general election in early February.

ASIA PACIFIC

Nikkei slips as turnover weakens

Tokyo

SPECULATION about higher interest rates, together with arbitrage activity, undermined an early show of strength and share prices slipped on very thin volume yesterday, writes Michiko Nakamoto in Tokyo.

closed down Y10 to Y1,300. Among electricals, Sanken, a leading maker of semiconductor, advanced Y80 to Y1,190. It was selected as a lagging issue, as well as on the strength of buoyant demand for its home electric appliance parts.

by the group, Bond Media and Bell Resources were both unchanged at 33 cents and 89 cents respectively, while the Bell Group added 13 cents to 78 cents.

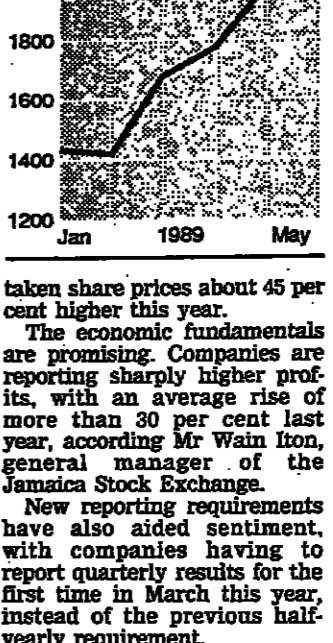
Other minings and mining GOLD shares closed slightly firmer after a generally trendless day, propped up mainly by local currency weakness and a steady bullion price.

financially, most notably drilled funds, but industrials drifted aimlessly in lacklustre trading in response to the tightening of monetary policy announced last week.

Jamaica proves a hot spot as shares top highs

Hilary de Boerr on the surge in corporate and political optimism

THINGS are hotting up in Jamaica's emerging stock exchange, one of the smallest in the world.

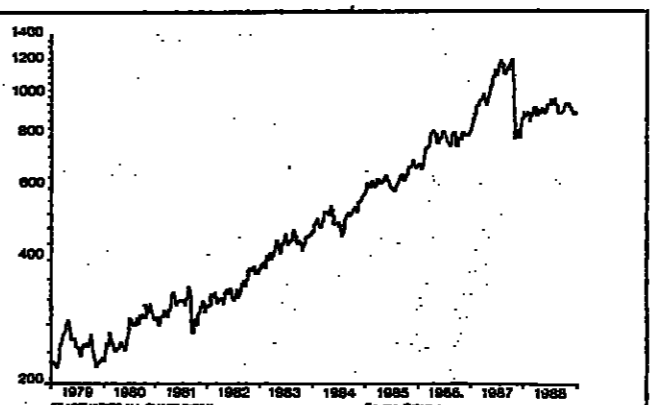


Domestic institutions have been buying madly after a two-year hiatus, according to Mr Oliver Chen, director at Paul Chen Young & Co.

The stock market index closed at 2,092.23 on Tuesday - trading takes place on Tuesdays and Thursdays only - and probably has further to go, said Mr Chen.

SOUTH AFRICA

Other minings and mining GOLD shares closed slightly firmer after a generally trendless day, propped up mainly by local currency weakness and a steady bullion price.



MONEY TO INVEST? READ THIS NOW!

Money to invest? The stockmarket yields the best returns, if you know how to handle it. A glance at our graph above shows how UK ordinary shares have performed over the past ten years.

WHEN IS THE BEST TIME TO INVEST IN THE STOCKMARKET?

That's a tricky question but, as the chart suggests, the sooner the better, if your objective is long-term growth. There is no need to invest all your capital at one go.

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When you start to invest in the stockmarket, you'll discover a whole new world of absorbing interest - not just stocks and shares but the wider world of business and economics.

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Form for requesting IC Stockmarket Letter, including fields for name, address, company, and contact information.

Table titled 'FT-ACTUARIES WORLD INDICES' showing various regional market indices and their performance over time.

ACCOUNTANCY COLUMN

The race is on to replace a rare commodity

By Richard Waters

IF YOU are a graduate being sucked into that great brain drain, the accountancy profession, then look at the person next to you: chances are that he or she is a school-leaver, a German or a computer.

These are some of the answers that accountancy firms are coming up with to the challenge of finding resources to cope with their expected growth over the next decade while the British graduate is becoming a rare commodity.

The impending graduate shortage was thrown into sharp relief in a report from the Institute of Manpower Studies earlier this week. The 25 per cent drop in the number of 18-year-olds and the introduction of student loans in 1980 signal a falling-off in graduate numbers at a time when demand is likely to be growing at an uninterrupted rate. In 1992 the supply will begin to drop, the report says.

The accountancy profession is particularly affected by this. Nearly one in six graduates goes into employment in 1987 opted for an accountancy training course. Peat Marwick McLintock took more than 1,000 graduates last year - almost as many as the entire intake into social work.

A number of responses to the shortage are being considered. They include:

- Bringing more school leav-

ers into the profession. Arthur Young is the only large firm to have seriously tried this. It aims to get up to 20 per cent of its annual intake from schools rather than universities.

The school leavers train with the Association of Accounting Technicians. The brighter and more ambitious ones will go on to qualify as chartered accountants.

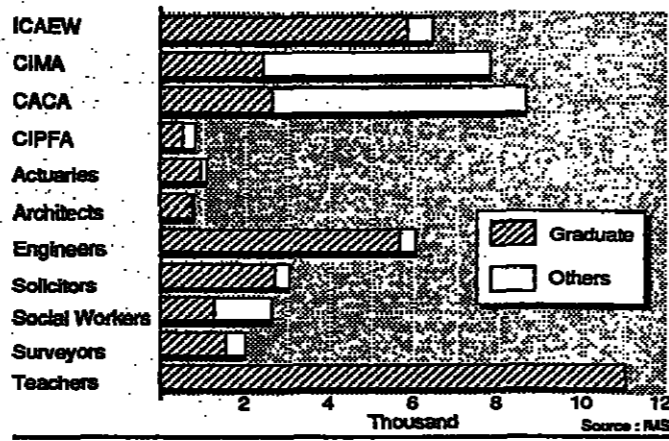
The Institute of Chartered Accountants in England and Wales does not make this easy. Only those with a distinction in their AAT examinations can go on to train as chartered accountants (until the end of last year the rule was even stricter with a distinction needed in both intermediate and final AAT exams).

Some say this smacks of a restrictive practice, while the ICAEW says that it has a responsibility to only allow people into training contracts if they have a fair chance of qualifying.

Employers seem prepared to bide their time in this situation. "The Institute sets its starting point quite high - we might say, unrealistically high. But then, we want to feel our way in seeing how these things work out as well as the Institute," says Mr John Howells, head of auditing at Arthur Young.

The crunch, if any, will come when a firm like Arthur Young has young people that it wants

Graduate intakes to selected professions - 1987



to train as chartered accountants who will not be accepted by the Institute. This day is still some way off.

• Redesigning working practices. The emergence of school leavers in audit firms fits neatly with a process of deskilling that is taking place in auditing. As tasks are automated, it is possible to turn more of the work over to technicians rather than fully-fledged professionals.

This also makes life more interesting for the graduates working on audits. They no longer spend their formative years number-crunching their

management trainees are identified at an early stage. But perhaps by then the accountancy firms will have turned themselves from partnerships into companies anyway.

• The automation of work is likely to extend much further than the use of portable computers to organise work. Expert systems offer the possibility of duplicating some of the thought processes of highly skilled professionals.

• Recruiting graduates from other European countries. As the shortage of UK graduates begins to bite, firms may look for overseas recruits - thanks in part to the planned mutual recognition of professional qualifications in the European Community.

Peat Marwick is exploring this route. It is helped by its willingness to take general graduates, whereas Continental accountancy firms look almost exclusively to graduates with relevant degrees, says Mr David Clifford, national student recruitment partner.

UK firms have an advantage over their Continental counterparts because a UK graduate can qualify at the age of 24. A German graduate generally does not become fully qualified until the age of 30. It may be possible to attract a young German to Britain to qualify to take advantage of the age difference, says Mr Clifford.

One advantage accountancy firms have over other UK recruiters looking to the Continent is that they have contacts through their local offices. They will escape the problem described by the IMS, of not knowing where to go to recruit or how to make judgments about European graduates.

This cross-border recruitment is going on in other areas, says the IMS - Seimans, Thompson and Phillips are recruiting in the UK. The movement of managerial and professional staff is presently away from, rather than towards, the UK: three times as many left for Europe in 1986 than came to this country.

• Most accountancy firms have spent much of the last two or three years looking at their retention rates for newly qualified staff and trying to improve them.

The most obvious is Coopers & Lybrand, which two years ago found it hard to increase staff numbers. For a professional firm whose success depends on its staff base, this was potentially disastrous.

Things have since improved - thanks partly to the introduction of company cars for the key group of young, recently qualified staff.

MANAGEMENT FLAIR

FMCG £28,000 + Car
N.W. London

A record of successful growth backed by a wide variety of household name brands has put this forward looking marketing led company in a position far ahead of its nearest rivals.

A key factor in their long list of achievements to date has been the creativity of its management team. To supplement the work of this function they now seek to appoint a qualified management accountant to take control of the preparation of reports for the board. Corporate planning and analysis of competitors also forms a major part of the function of this role. The corporation has operating interests throughout the world and therefore prospects for rapid career development are superb. Interested applicants should contact Lee Acton quoting Ref: FT.70.

ASSISTANT FINANCE MANAGER

West London To £25,000 + Car + Substantial profit share

With more than 1,000 offices in 180 Countries, our client is the undisputed market leader in this high profile, exacting service industry. The young and dynamic nature of this market demands a flexible and innovative approach from its staff. The company now seeks to recruit an assistant finance manager, to be responsible for the management and development of accurate accounting systems and controls, and for the provision of financial data to board level.

To succeed within this exciting environment candidates should be qualified accountants ideally aged 25-35. Future prospects include a European Controllership. Interested applicants should call Fergus Hooley, quoting Ref: FT.589.

HUDSON SHRIBMAN
VERNON HSE, SICILIAN AVE LONDON WC1A 2DH TEL: 01-831 2323
FINANCIAL RECRUITMENT

ACCOUNTANCY APPOINTMENTS

FINANCE DIRECTOR

Expanding out-of-town Retail Business

London

£35-40,000 & Car

Our client, a privately owned retail chain, has been in operation for 15 years. Already with 12 major outlets in the South, a further 5 are scheduled to open shortly. Turnover is currently £20 million and a Stock Exchange listing is on the horizon. The company's success is founded upon accurately anticipating market trends and a flexible response to customer demand.

A Finance Director is now sought for the Head Office to manage the accounts department and act as company secretary, sitting on the main board and reporting to the Chief Executive. He/she will be fully responsible for all financial matters including the production of management reports and plans and group statutory

accounts. This wide ranging and 'hands on' role will stretch the imagination and abilities of candidates, who will have an open brief to develop the department.

To succeed in this position, applicants are likely to be qualified accountants with a blend of management and financial accounting expertise. An understanding of small, expanding businesses and previous knowledge of the retail sector would be advantageous. A diplomatic management style is essential, coupled with strong communication skills, adaptability, and the ability to represent the company at all levels. Please send a full curriculum vitae to Hilary Douglas, quoting reference F3344 should this challenge appeal.

KPMG Peat Marwick McLintock

Executive Selection and Search
70 Fleet Street, London EC4Y 1EU

Assistant Financial Director

c. £35,000

Central Scotland

Rapid growth creates the need to reallocate duties at top level in the finance function of this £250 million division, part of a large corporation with European-wide interests in distribution and retailing. This new role responds to the Financial Director and, with a staff of eight, assumes control of all accounting, financial and reporting activities. The immediate task is to consolidate and to prepare for further business growth. The requirements are for a qualified accountant, CA or ACMA, with a record of success in financial management.

within a large well-organised group or company. Sound MIS knowledge and well-developed management skills are essential, while experience of financial control in large scale, multi-unit computerised businesses would be helpful. Age: Around 35. Salary: Negotiable around £35,000. Please reply in complete confidence to Peter Craigie as adviser to the Group: Arthur Young, Corporate Resourcing, 17 Abercromby Place, Edinburgh EH3 6LJ.

Arthur Young Corporate Resourcing
A MEMBER OF ARTHUR YOUNG INTERNATIONAL

UB UNITED BISCUITS Group Chief Accountant

to £45,000 + car

West London

An excellent opportunity to join a major British public group which manufactures and sells a well-known range of consumer products in the UK and overseas. The group has an impressive record of increased profits and turnover, with sales in 1988 in excess of £2 billion.

Reporting to the Group Finance Director, the incumbent is responsible for financial and management accounting, group budgeting and groupwide accounting policies. He/she also manages a small head office accounting function with a total of 30 staff reporting in through three senior managers. In addition, the job holder plays a key financial advisory role, undertaking special projects for the Chairman and other members of the Board, as well as establishing good relations with institutional investors and analysts.

The successful candidate will be a graduate chartered accountant, aged around 30, of high intelligence and with exceptional technical and presentation skills. Career progression will have been rapid, and candidates should have demonstrated the potential to reach the top of their present field. Coming either from within the profession or a commercial environment, success in the job will be rewarded by excellent career development opportunities, as evidenced by previous job holders.

Please apply in confidence giving concise career, personal and salary details to: Sarah Orwin, Ref. ER 173, Arthur Young Corporate Resourcing, 21 Conduit Street, London W1R 9TB.

Arthur Young Corporate Resourcing
A MEMBER OF ARTHUR YOUNG INTERNATIONAL

".... a position at the top of your profession" National Credit Manager Business Services

City

to £35,000 + benefits

The appointment is with the headquarters of a prestigious service organisation which has a turnover of over £200 million. Continued expansion has created the need to appoint an experienced Credit Manager.

This is a senior position and the emphasis will be on the strategic development of credit policies and their implementation. A small team already undertakes day to day operations and the Credit Manager will further develop the effectiveness of this in-house facility.

You will be qualified as an accountant or as a member of the Institute of Credit Management and will have already made

substantial progress in your career. You will be able to demonstrate wide experience of all aspects of credit control operations and growing advancement within the discipline. You will have the ability to deal sensitively with people at a senior level - experience gained in a similar organisation is desirable.

The excellent remuneration package will include a car, a first class pension scheme, health insurance and membership of a private medical society.

Please reply to Patricia Fox with details of age, career and salary progression and qualifications, quoting reference PF181 on both envelope and letter.

Roland Orr & Partners
Management Consultants
12 New Burlington Street, London W1X 1FF
Telephone 01 439 6891

Finance Director

West London

£70k + Bonus + Car

Part of a major multinational group, the company has expanded dramatically in the past two years. Turnover currently exceeds £1 billion.

Working closely with the Managing Director, you will be part of a small, high-calibre Board, providing overall financial control and strategic direction to the business. Responsible for all aspects of financial and management accounting, treasury and tax, you will also oversee the upgrading of existing systems and controls. In addition, you will play a significant part in the company's active acquisitions and disposals strategy.

You are being recruited for your commercial judgement, excellent financial skills and ability to con-

tribute to the strategic management of the business. You should be a qualified accountant, middle thirties, with a successful track record of senior financial positions within a multi-site company, operating sophisticated financial controls.

Interested applicants should write enclosing a comprehensive Curriculum Vitae and daytime telephone number, quoting Ref: 326 to Jeremy White, Whitehead Rice, 43 Welbeck Street, London W1M 7PG. Tel: 01-637 8736.

Whitehead Rice

MANAGEMENT SELECTION

Alderwick & Peachell
PARTNERS LTD

Newly/Recently Qualified Accountant European Investment Banking

City

To £27,000 + Full Banking Benefits

As the EEC moves towards 1992, this major European bank is seeking to develop its international network. London has been chosen as the crucial first stage in their new foreign branch strategy.

This presents a unique, greenfield opportunity for a newly or recently qualified ACA/ACCA/CIMA to gain superb all-round experience and genuine responsibility.

Working within the finance team and assisting the Financial Operations Manager, your duties will include reporting on and analysing the financial results for each area of the Bank's activities including trading and corporate finance. Based in impressive new City premises, monitored by the European Head Office and supported by leading-edge technology and considerable investment, this branch will be a model for the future.

It is envisaged that you will spend some two years in this position, with outstanding career prospects thereafter, including the opportunity to take on the top role in one of the projected overseas branches in New York, Hong Kong, Singapore or Milan.

You should be aged 24-30, ideally with experience or knowledge of the banking sector, but equally important is your ability to develop both this new office and your own career. Please contact ANDREW FISHER for further information on 01-404 3155, or write to him at Alderwick Peachell & Partners Ltd., Accountancy and Financial Recruitment, 125 High Holborn, London WC1V 6QA.

Business Analyst

to £30,000 + Car
+ Banking Benefits

This is a role for a qualified graduate accountant (or MBA) with a flair for working on profit analysis and improvement programmes. The vacancy is in a small business analysis team which stands aside from regular reporting and accounting in order to operate closely with line management in sharpening up the competitiveness and financial performance of the business.

The client is a core business in a major UK Investment Banking Group. The Group is strongly resourced, and committed to long term strategies for the development of its key businesses.

Three to five years previous experience of business analysis in a large technologically sophisticated organisation is required - not necessarily in the City. Age guideline 27-30.

Please apply in confidence quoting reference L407 to:

Brian H Mason
Mason & Nurse Associates
1 Lancaster Place, Strand
London WC2E 7EB.
Tel: 01-240 7805

Mason & Nurse
Selection & Search

MANAGER ACCOUNTS DEPARTMENT
c. £40,000
RENUMERATION PACKAGE
One of the major London Banks
currently needs a Senior Manager
to oversee their computer based
accounts department. Minimum
qualifications: A.C.A./F.C.A. The
successful candidate will control a
department of 12 dealing with
internal accounts and accounting
operations. Previous banking ex-
perience essential.
An excellent salary is on offer,
which is complemented by a very
generous package of banking be-
nefits.

ACCOUNTANT/BOOKKEEPER
required by South London
Printers Experienced to
trail balance and draft
accounts.
Send C.V. to
Box A1230, Financial Times,
One Southbank Bridge,
London SE1 9HL.

Investment-led Development Group Company Secretary

London

c. £35,000 + car

Our client is one of Britain's largest and most successful property investment and development companies. Sustained expansion has led to a decision to enhance the administration team by appointing a Company Secretary.

You will be responsible for undertaking all company secretarial functions including statutory returns, liaising with the company registrars and providing a full administrative service to board meetings. Working with a committed and dynamic management team you will also undertake some duties concerning personnel issues, property administration and systems development.

As a qualified Chartered Secretary, possibly with a degree or a further professional qualification, you will have good experience

in a commercial environment. A methodical approach is essential and a strong working knowledge of legal documentation would be a distinct advantage.

The company's philosophy is to recognise and reward success. An excellent remuneration package will be coupled with good opportunities for developing salary, status and prospects.

Please reply to Stephen Bailey with details of age, career and salary progression quoting reference 5235/FT on both envelope and letter.

Deloitte Haskins + Sells

Management Consultancy Division
P.O. Box 198, Hillgate House, 26 Old Bailey, London EC4M 7PL

Financial Controller

North East,
c. £27,500, Car

To join this successful company, part of a respected quoted group, manufacturing and marketing a wide range of high quality products with extensive applications in both home and export markets. Reporting to the Managing Director responsibility is for the total financial function, requiring the presentation of management and statutory accounts to strict reporting deadlines, with strong emphasis on the commercial interpretation of the prepared information. Additional key tasks include the imposition of tight budgetary and cash flow controls and the upgrading of the computerised systems. Candidates aged 30 to 50 must be qualified accountants, already successful financial managers in a fast moving manufacturing environment utilising fully developed computerised information systems. They will be motivated by this challenging career opportunity to make a major contribution to the further development of an expanding business.

Male or female candidates should submit in confidence a comprehensive C.V. or telephone for a Personal History Form to, A.D. Kelly, Hoggett Bowers plc, 4 Mosley Street, NEWCASTLE UPON TYNE, NE1 1DE, 091-232 7455, Fax: 091-261 8438, quoting Ref. N19019/FT.

Hoggett Bowers

BIRMINGHAM, BRISTOL, CAMBRIDGE, CARDIFF, EDINBURGH, GLASGOW, LEEDS, LONDON, MANCHESTER, NEWCASTLE, NOTTINGHAM, SHEFFIELD, WINDSOR
A Member of Blue Arrow plc

Financial Controller (Property Development)

Middlesex. c. £32,000 plus fully expensed car

This highly successful plc property developer has been building homes and flats throughout the Greater London area for more than twenty five years. Because their market sector is buoyant the company now seeks to strengthen the management team by the appointment of a high calibre Financial Controller.

Reporting to the Finance Director, the successful candidate will be responsible for the financial management of the company and become involved with business decisions and advise the Board accordingly.

Candidates, aged 28 to 35, should be qualified Accountants and well skilled in the use of computerised accounting systems and must have a positive personality with good communication skills. In return you can expect an excellent remuneration package including a fully expensed car and non-contributory pension scheme.

Interested applicants should send a comprehensive curriculum vitae enclosing details of current salary and a daytime telephone number to:-

HODGSON IMPEY

Andrew Sales FCCA. (Ref 035)
Director
HODGSON IMPEY
SEARCH & SELECTION LIMITED
50 Pall Mall London, SW1Y 3JQ

FINANCE DIRECTOR - ENERGY CONVERSION INDUSTRY MANCHESTER OVER £25,000 + car and equity

A chance to become a key member of management in a company which, since formation, five years ago has become the acknowledged leader in its field.

Combined Power Systems Limited, has developed and produced the most technically advanced combined heat and power (C.H.P.) unit. The market for independent power production is poised for explosive growth in the energy and environmental conscious 1990's.

The new position offers a unique opportunity to exert commercial influence with financial responsibility. There is also the prospect of an equity option in the short term.

Combined Power System is looking for someone with expertise initiative, drive and enthusiasm. He or she will have proven accounting skills, the ability to develop corporate management information systems and the desire to become involved in all aspects of commercial and operational management.

If that is how you see yourself, then we look forward to receiving a letter from you enclosing a full C.V., and addressed to:

David Broadbent
Combined Power Systems Limited
PO Box 88
Sackville Street
Manchester M60 1QD

CENTAUR
ENERGY PACKS
BY COMBINED POWER SYSTEMS LTD



Taxation Advisors Oil Industry Based Woking, Surrey

Phillips Petroleum Company United Kingdom Limited has played a pioneering role in the production of oil and natural gas for Britain. It continues to be in the front rank of exploration and development activities with ambitious plans for expansion in the future. This has created additional opportunities in the Taxation group for people who want to be part of an exciting and challenging environment.

Senior Taxation Advisor £ Highly Attractive

The successful candidate will be involved in a wide variety of work including petroleum revenue tax, corporation tax and some exposure to foreign tax matters.

Candidates must possess a solid knowledge of corporation tax gained within either a commercial or public practice environment.

Taxation advice is often required on a number of technical issues including acquisitions, financing strategies and project planning. Experience of oil related taxes would be advantageous but is not a prerequisite.

Candidates must be able to demonstrate a high degree of interpersonal ability since communicating effectively both internally and externally is an essential element of the job. Salary will be commensurate with the seniority of the appointment and will include provision of a car.

Taxation Advisor £ Highly Attractive

A qualified Accountant is sought to fill this position which offers a challenge to a young individual to play an active role in a dynamic environment.

The successful candidate will have gained a good practical understanding of taxation principles and will be looking to expand their experience.

Work will encompass corporation tax, petroleum revenue tax, employee tax matters and involvement in the development of project economics.

The successful candidate will receive training in areas they have not encountered and therefore must possess a willingness to learn.

An attractive salary is offered together with other benefits associated with a progressive Company.

Phillips Petroleum Company United Kingdom Limited is an equal opportunities employer and offers excellent career progression for high calibre individuals. Relocation assistance will be offered where appropriate.

To find out more regarding these two excellent opportunities contact Graham King or Chris Nelson on 01-831 2000 (evenings and weekends on 01-785 6543) or write to them at the Taxation Division, Michael Page Finance, 39-41 Parker Street, London WC2B 5LH.

In the first instance all respondents will receive a general job description and a Company information pack. Neither names nor details of respondents will be disclosed to the client without express permission.



Michael Page Finance

International Recruitment Consultants
London Bristol Windsor St Albans Leatherhead Birmingham Nottingham
Manchester Leeds Newcastle-upon-Tyne Glasgow & Worldwide

THE BREWERS' SOCIETY

CHIEF ACCOUNTANT

The Brewers' Society is the national trade association for the UK brewing industry, carrying out a wide range of representational and advisory functions for the industry. The Society has eleven specialist departments, whose work is supervised by the Director and the Secretary of the Society.

The Chief Accountant is responsible to the Finance Secretary for the accounting functions of the Society and its subsidiary/associated companies and for the supervision of supporting accounts department staff, preparation of management accounts and budgets and of year-end and consolidated statutory company accounts.

Candidates must be fully qualified in accountancy and have previous experience of company financial accounting and computer systems.

Salary up to £25,000. Benefits include 2.5% contributory pension scheme; free life cover, permanent health insurance and BUPA.

Please write in confidence, enclosing a full CV, to:
Mrs R M Donovan, Personnel Officer
The Brewers' Society
42 Portman Square
London W1H 0BB

Financial Directors

To secure the best appointments at senior level needs more than good advice, accurate objectives and succinct presentation.

We not only provide career advice to successful executives but also a unique facility to bridge the critical gap between counselling and the right job. Our unique data base of unadvertised vacancies is generated equally by search and selection consultants and employers, providing access to over 6,000 unadvertised vacancies per annum and to the only confidential placement service.

If you are considering a move or need a new challenge - telephone for an exploratory meeting, without obligation.

InterExec SMI Plc,
Landscape House, 19 Charing Cross Road,
LONDON WC2H 0ES. Telephone: 01-930 5041

Senior Financial Managers

Operational Review

£24,500 + Car

A leading FMCG group of companies is now seeking to recruit highly-motivated individuals, initially, to strengthen their internal audit department.

Operational Auditor

The operational auditor should have a recognised accounting qualification, and be capable of working independently. The job content will include financial, operational and VFM reviews in all parts of the Group. There will also be an element of overseas travel, and a major European language is, therefore, desirable.

Computer Auditor

The computer auditor should be an experienced DP professional. A recognised accounting qualification would be desirable, but relevant experience is considered more important than a formal qualification. Familiarity with all audit aspects of computer systems and installations using the latest technology is essential. The work would primarily be undertaken in the UK, but a major European language would be an asset.

These posts can be located either in North West London, or the North West of England.

A competitive salary package of up to £24,500 + fully-expensed car is offered, together with an attractive range of benefits, including: non-contributory pension scheme, medical insurance and life assurance.

Please apply in writing, enclosing a full CV, and details of current remuneration package, to Ref. RFL 840, to the address below. Please list separately any companies to which your information should not be forwarded.

ROBERT MARSHALL ADVERTISING LIMITED
44 Wellington Street, London WC2E 7DJ

Company Secretary

Cambs to £30,000 + Car

Our client is an extremely successful and highly acquisitive plc within the communications sector. Having achieved the reputation of being one of the fastest growth companies within the UK, it is regarded as a major force within its competitive sector.

This is an ideal opportunity for a capable, ambitious individual who must be able to demonstrate a strong desire to be part of a highly motivated and professional management team. The position will suit candidates with a financial or legal background, preferably within industry or commerce, aged late 20s/early 30s.

Tasks will encompass all aspects of the company secretarial function associated with a dynamic and progressive plc in addition to continual involvement in ad-hoc assignments

and exposure to senior management.

This is an excellent opportunity to join a lively group and relocation assistance will be provided where appropriate.

Please telephone or write enclosing full curriculum vitae quoting ref: 322 to:
Philip Cartwright FCMA,
97 Jersey Street,
London SW1Y 6JE
Tel: 01-839 4572

**Cartwright
Hopkins**

FINANCIAL SELECTION AND SEARCH

YAMAICHI

Specialist Internal Auditor

City

FSA & SRO experience

Qualified/unqualified
accountant

Age to 30

Salary £24-£27K plus
mortgage subs,
bonuses and
generous
banking benefits

Yamaichi Securities is one of the world's leading securities houses, with 40 offices spanning 24 major financial centres.

In London, Yamaichi International (Europe) is its European flagship employing over 350 people from twelve countries, and is currently celebrating 25 years in the City.

A key position has arisen in its vital compliance department for an articulate and conscientious specialist internal auditor.

While candidates will probably be qualified accountants, it is more important that they are well-versed in the intricacies of the FSA and SRO rules, in particular TSA.

Male or female candidates should submit in confidence a detailed cv to Mrs Kath Lawrence, Personnel Department, Yamaichi International (Europe) Limited, Finsbury Court 111-117 Finsbury Pavement, London EC2A 1EQ Telephone: 01-638 5599

Yamaichi International (Europe) Limited
Member of The Securities Association Member of The International Stock Exchange

Group Management Accountant

Streetwise FCMA

This new appointment reports to the Group FD and could lead to significant career development openings. It is with a dynamic and successful industrial group turning over in excess of £150 million through some 20 operating companies engaged in manufacturing, engineering and high volume merchanting. Working out of the head office in Cheshire, the principal role will be to strengthen costing, pricing and management controls across the group and install new systems where necessary. It is a proactive role, mainly in the field, and will also include special projects and troubleshooting and some involvement at peak

£25,000-£30,000 plus car

times in financial accounting areas. Candidates must be FCMA, probably in their late 20s/early 30s, but possibly much older. They must have had broad management accounting experience, either in a similar role or possibly as financial manager of a small manufacturing company; in either case they must also have the necessary analytical skills and the personal clout to convince top company management.

Initial salary £25,000-£30,000 plus car and excellent benefits package including relocation help if needed. Please send full career details, in confidence, to D.A. Ravenscroft.

Ravenscroft & Partners

Search and Selection
20 Albert Square, Manchester M2 5PE

AMBITIOUS FINANCIAL ACCOUNTANTS

E. Midlands
Excellent Salary Packages

The Company

The Laboratory Supplies Group of Fisons Scientific Equipment Division serves the needs of scientists throughout the U.K. and worldwide for equipment and consumables. The Group is organized into a number of discrete business units each with their own financial management teams reporting into a central L.S.G. finance company.

The Positions

Exciting opportunities exist in both our Operations area and in Central Group Finance. In Operations the emphasis is on transactional accounting and financial control of the distribution functions of each business unit, development and enhancement of systems, budgetary control and reporting to meet objectives and timetables and improve profitability and return on capital.

In Central Group Finance the emphasis is on consolidation of

results from each business unit for presentation to Group management and Division, as well as the ongoing development of financial models, reporting processes and strategic plans.

The Applicants

Qualified Accountants with at least 3 years' experience within a divisionalised medium to large company.

The Rewards

Excellent salary packages, big company benefits, including cars for some positions, and the chance to join a rapidly expanding and highly successful plc, where your career will develop as fast as your talent allows.

To apply please contact: The Personnel Department, Fisons Scientific Equipment, Bishop Meadow Road, Loughborough, Leics. LE11 0RG. Tel: (0509) 231166.

Applications are welcome from all irrespective of race, sex or disability.

Lucas Automotive

Financial Management Career Development in the Lucas Group

Lucas, the multinational group, is enjoying the benefits of extensive restructuring. Enhanced competitiveness and customer service are bringing increased profits and the group is taking full advantage of the international development of its markets.

A leading division within the group's automotive business will shortly appoint a small number of key financial personnel. The successful candidates will immediately take charge of critical functions either in the Divisional Headquarters in London or in operating companies elsewhere in the UK.

Each candidate will have a planned programme of development offering the experience necessary to move rapidly into the higher echelons of management within the group.

Candidates will be qualified accountants in the likely age range 24 to 32. They will probably already have industrial experience although consideration will be given to outstanding ACAs seeking a first move from the profession.

Candidates should be able to demonstrate strong commercial awareness and a commitment to their own career development. These will be highly visible positions and final selection decisions will be made at director level. Highly attractive remuneration packages reflecting the seniority of these appointments will be negotiated.

To apply, or for an initial discussion, please contact: Anthony Jones, Career Plan Ltd., 33 John's Mews, London, WC1N 2NS, tel: 01-242 5775, (or 01-348 3641 between 7.30 pm and 9.30 pm).

**Career
plan**

Personnel Consultants

FINANCIAL CONTROLLER

Central London c.£30k+car+bonus

Our client, Worldwide Television News, is the world's leading independent television news service company with offices in 14 countries and camera crews operating throughout the world. The company is owned by ITN, American Broadcasting Corporation and Channel 9 of Australia.

The position of Financial Controller offers an exciting opportunity with good career development to work within a rapidly evolving industry. As well as a responsibility for the day to day running of a sizeable accounting function, some travel will be involved to ensure the adequacy of local accounting in the overseas branches.

Candidates aged between 26-32, must be qualified accountants, ideally ACA, either seeking a first move out of the profession or having already gained experience of running a medium-sized accounting function. It is important that individuals are computer literate, have a strong financial systems knowledge and the flexibility to work within a fast moving and informal environment.

Please send brief career and personal details quoting reference F/259/A to Carrie Andrews.

Ernst & Whinney

Executive Recruitment Services
Becker House, 1 Lambeth Palace Road, London SE1 7EU

Financial Controller/ Director Designate

Cambridgeshire,
c £30,000, Car

An excellent opportunity for an experienced professional to make a major contribution to the management and future development of this new division, part of a highly progressive £400m operation. Future expansion plans encompass significant organic growth, the establishment of joint venture schemes on a UK and overseas basis, and a programme of acquisition. Reporting to the Divisional Managing Director responsibility will be for the exercise of strong financial controls, the integrity of the accounting systems, and playing a fundamental role in ensuring the future success of the business. Candidates, aged 30 plus, qualified to ACA or equivalent, must have a high degree of commercial awareness, good inter-personal skills and a 'hands-on' management style. General technical expertise, previous involvement in acquisitions and experience of large company requirements are more important factors than possessing any specific commercial or industrial background. The prospects for personal advancement are exceptional. Relocation as necessary to this attractive and accessible location.

Male or female candidates should submit in confidence a comprehensive c.v. or telephone for a Personal History Form to: J.H. Wright, Hoggett Bowers plc, 3 Wellington Court, Wellington Street, CAMBRIDGE, CB1 1HZ, 0223-324441. Fax: 0223-323250, quoting Ref: F11095/ET.

Hoggett Bowers

BIRMINGHAM, BRISTOL, CAMBRIDGE, CARDIFF, EDINBURGH, GLASGOW, LEEDS,
LONDON, MANCHESTER, NEWCASTLE, NOTTINGHAM, SHEFFIELD, WINDSOR
A Member of Blue Arrow plc

FINANCIAL CONTROLLER/ DIRECTOR DESIGNATE

Age late 20s
or early 30s

Neg. circa £30,000
+ car and benefits

An international high technology engineering group wishes to appoint a financial controller/director designate to its U.K. company, based in the northern home counties. The U.K. company's principal activities are the engineering, sale, installation and service of plant manufactured by other divisions within the group in mainland Europe.

Candidates must be qualified accountants, in their late 20s or early 30s, and with the personality to form part of the management team negotiating contracts with leading U.K. companies. They should have experience of foreign currency management, and be capable of directing the installation of an IBM AS/400 series computer and of developing new control systems. Fluency in the German language would be an advantage.

An attractive remuneration package will be negotiated. This position will appeal to ambitious young qualified accountants seeking their first board level appointment. Applications should be sent in confidence, giving full details of career to-date and of current remuneration, quoting ref. NR/8931, to Patrick Bailey, at:

**NEVILLE
RUSSELL**

246 Bishopsgate
London EC2M 4PB

Management Consultants

FINANCIAL CONTROLLER

ARRAS
- FRANCE



OLDHAM FRANCE S.A. is a subsidiary of HAWKER SIDDELEY Group PLC manufacturing and selling industrial batteries and gas detection equipment from a modern factory complex in NORTHERN FRANCE. The company currently employs about 750 people and has enjoyed consistent growth for the past decade.

Continuing expansion has led to the creation of the function "Financial Controller" responsible for all aspects of costing, management accounting, monthly and annual reporting, budgets and consolidation of the Company's subsidiaries. The controller will report directly to the Financial Director and will head a team of four people.

Candidates should be young, qualified accountants preferably with some industrial experience. Basic knowledge of the French language is essential.

The Company offers an attractive starting salary, plus relocation expenses. ARRAS is an historic town situated in a pleasant rural environment. Housing is readily available and inexpensive. Career prospects are excellent.

Please send detailed CV together with photo and current salary to:

Chris SMITH FCA
OLDHAM FRANCE S.A.
BP 962 - 62033 ARRAS CEDEX - FRANCE

All replies will be treated in the strictest confidence.

Tax Compliance Supervisor

Central London
Negotiable Salary

The Halliburton Company, a major US multi-national and listed in the Fortune 500, operates in the Oil Field Services, Engineering and Construction sectors.

Reporting to the European Tax Manager in London, you will supervise a team responsible for the compliance and audit issues arising from our substantial European operations. This will require, therefore, extensive travel within Europe.

The successful candidate will have considerable experience in UK compliance work as well as knowledge of European tax issues. Candidates should be qualified Accountants with a minimum of 7 years' tax experience and have a working knowledge of another European language.

This is a newly created position in our European Corporate Tax Department, so career prospects are excellent and the salary and benefits package will fully reflect this demanding position.

Please send your full career details to Mike Smith,
Halliburton Group, 71 Hanover Square, London W1R 0EL.
Please quote reference: TC 50L.



HALLIBURTON COMPANY

**Knight Frank
& Rutley** 01-629 8171

Central London Excellent Salary/Benefits

Knight Frank & Rutley is seeking to appoint a qualified Chartered Accountant to supervise the preparation and control of the management accounting information for the partnership.

The successful candidate will report to the Chief Accountant and will have a sound professional, or service company background. He or she will demonstrate sound technical ability combined with a positive personality and a good understanding of computerised accounting systems.

Interested applicants should write, enclosing c.v. to Personnel Dept.

20 Hanover Square, London W1R 0AH.
35 offices in 5 continents.

FISONS

مكتبة الأمل

Financial Controller

Central Italy **£55,000-£65,000 + Car + Benefits**

Our Client is a distinguished and long established Italian Company, who are market leaders in their specialised industrial sector. The Company has in recent years benefited from a vigorous marketing campaign and both the increase in turnover and profits have been impressive. For our client, 1992 is welcomed as a further opportunity for growth and achievement.

The Italian Board of Directors now wish to appoint a Financial Controller who, reporting to the Director of Staff, will be responsible for the management of the financial functions. The role will encompass supervising the production of accounts for both the Group and Parent Companies, the analysis of subsidiaries' performances, involvement in strategic plans plus the ongoing development of management information systems.

The position will require commercial insight and business acumen as significant emphasis is placed on the interpretation of results as part of

a multi-disciplined management team.

To join this prestigious Group you will be a qualified accountant, ACA, ACMA, ACCA, probably 35-45, who is stimulated by the opportunity of working in the international commercial arena. Your track record will be one of outstanding achievement to date preferably in a multi-national environment. In addition to your commercial and accounting skills you will need to be fluent in Italian or be willing to learn. In exchange for your talents the company offer an outstanding salary package which will include a generous basic salary, car and private health scheme plus relocation expenses.

Interested candidates should write to
Tony Hodges ACA, Executive Division,
Michael Page Finance, Bennetts Court,
6 Bennetts Hill, Birmingham B2 5ST,
enclosing a fully comprehensive Curriculum Vitae.



Michael Page Finance
International Recruitment Consultants
London Bristol Windsor St Albans Leatherhead Birmingham Nottingham
Manchester Leeds Newcastle-upon-Tyne Glasgow & Worldwide

Assistant Director of Finance (Resource Management)

Glasgow **to £27,000 plus Benefits**

Our client is a large Scottish Service Organisation providing a range of specialist services. Their continued commitment to improving efficiency, necessitates the recruitment of an experienced accountant, to join the Head Office Finance Team.

The successful applicant will report to the Director of Finance and will head a special management accounting team working to tight time-scales, with specific responsibility for the development and establishment of a costing/pricing mechanism and involvement in the evaluation, procurement and implementation of computer based systems.

Candidates will be qualified accountants (CA/CIMA/CACA) with a track-record of financial management in a large industrial/commercial environment.

The role calls for significant contact with Senior Line Management and external advisors, therefore strong communication/presentation skills are essential prerequisites.

Interested applicants should contact
Nicholas Maher on 041-331 2597 or write to him
at Michael Page Finance, 150 West George Street, Glasgow G2 2HG.



Michael Page Finance
International Recruitment Consultants
London Bristol Windsor St Albans Leatherhead Birmingham Nottingham
Manchester Leeds Newcastle-upon-Tyne Glasgow & Worldwide

HAMBRO GUARDIAN ASSURANCE PLC

FINANCIAL CONTROLLER

City **To £40,000 + Bonus + Car**

Hambro Guardian Assurance plc is the new life assurance subsidiary of Hambro Countrywide plc, one of the country's leading estate agency and financial services groups. Hambro Guardian was launched in the final quarter of 1988 and with initial capitalisation of £40 million represented the largest ever start-up of a life company in the UK. Major growth is envisaged as several new developments are put into place over the next year, including the establishment of a direct sales force.

As part of a small Head Office team, you will report to and work closely with the General Manager, taking full responsibility for the accounts function and providing positive financial input into the strategic development of the company. Early emphasis will be placed on development of management information systems.

You will be a Qualified Accountant, in your thirties or early forties with substantial experience in the life assurance sector. Your technical skills and genuine commitment will be complemented by the ability to communicate effectively and eagerness to become totally involved with this exciting, young and substantial company. The prospects for career progression are excellent.

The remuneration package includes a performance linked bonus, executive car, pension and BUPA.

Interested candidates should write, enclosing their curriculum vitae to:

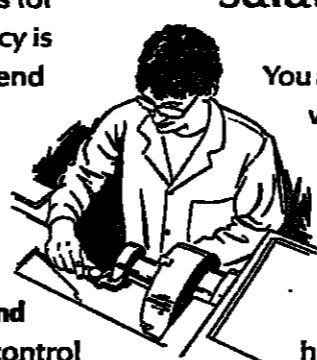
Glenn McGregor
Hambro Guardian Assurance plc
1st Tower Hill
London EC3N 4HA

Management accountants in the Training Agency

COULD YOU HELP TO MANAGE THE PROGRAMMES THAT TRAIN THE WORKERS WITHOUT JOBS TO FILL THE JOBS WITHOUT WORKERS?

That is one of the activities for which the Training Agency is responsible; we expect to spend approximately £3 billion this year undertaking these tasks.

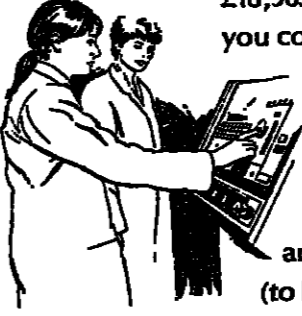
We need Management Accountants based in our Regional Offices in Birmingham, Basingstoke, Edinburgh and Newcastle upon Tyne to help control these funds. You would be responsible for providing advice and assistance to the Regional Director and his senior managers, and would co-ordinate and control financial planning and forecasting, budgeting and payment, and accounting.



salary to £18,905

You are a qualified accountant with at least 2 years' experience who is able to demonstrate tact, perseverance, and excellent communication skills. Ideally you have previous experience in a large corporate organisation, knowledge of computer-based accounting systems and modelling techniques using a microcomputer.

Your starting salary will be in the range £15,070-£18,905; with promotion you could earn up to £30,000.



2 June 1989) to Civil Service Commission, Alencon Link, Basingstoke, Hants RG21 1JB, or telephone Basingstoke (0256) 468551 (answering service operates outside office hours).

Please quote ref: G(1A)590.

The Training Agency is an equal opportunity employer



INTERNATIONAL ACCOUNTING

£25,000 + car + large company benefits Essex/City

Sedgwick is the leading European-based international insurance broker with revenue of £600 million, employing over 18,000 people, in more than 60 countries. We provide a comprehensive range of banking and consultancy services worldwide, supported by a team of committed professionals.

We are looking for a young qualified accountant, with strong communication skills and practical experience of multi-national financial reporting procedures, to join the Corporate Finance Division at the group's major accounting and information technology centre based at Witham, Essex.

As Consolidation Accountant, you will lead a small team responsible for the preparation of the group's financial results. The position requires regular contact with finance executives of group companies worldwide and liaison with senior management at the group's head office in the City. The successful candidate will have a first class academic and professional training record and be expected to contribute towards the continued development of sophisticated group accounting systems in a highly computerised environment.

Opportunities for career development are excellent for candidates who have the ability to perform to the highest standards whilst working to tight deadlines.

Please reply in confidence, enclosing your CV and salary history to: Terry Smith, Assistant Personnel Manager, Sedgwick Group plc, Grove House, Newland Street, Witham, Essex CM8 2UP



BUSINESS ANALYSTS

MAJOR RETAIL GROUP

N Home Counties **£30,000 + Car**

Our client is a broadly based retail group with a turnover in excess of £1.25 billion achieved through a well positioned domestic and international network. The company is committed to enhancing and expanding its portfolio of first class retail businesses, each clearly distinguished and targeted.

To meet the challenges of this highly competitive and fast moving sector, there is a requirement for high calibre individuals to make an effective contribution to the development of business strategies.

You will be responsible for initiating and managing a wide range of business projects, each critical to the achievement of maximum profitability.

Aged 25-32, your broad commercial experience should be complemented by either an MBA or professional accountancy training. Assertiveness, enterprise and first-rate communication skills are essential personal characteristics in order to command respect from diverse user groups.

Career prospects into general management will be logical progression from these high profile roles. The ability to speak French fluently would be a distinct advantage in certain areas of the business.

Interested applicants should contact Giles Daubeney on 01-437 0464 or write, enclosing a detailed CV, to the address below.

ROBERT WALTERS ASSOCIATES
RECRUITMENT CONSULTANTS
Queens House, 1 Leicester Place, London WC2H 7BP
Telephone: 01-437 0464

FINANCE DIRECTOR

STAFFORDSHIRE **TO £30,000 PLUS SHARE OPTIONS AND CAR**

This is a quite outstanding opportunity to join a young and profitable PLC as a key member of the management team. Already enjoying considerable success in the marketing of its high visibility consumer goods, realistic growth plans see a further doubling of turnover within two years. Comprehensive computer systems are being implemented to aid management information and control. The Company seeks a commercially minded accountant who will fully exploit these to guide and support his co-Directors. Candidates should therefore be graduate chartered accountants, probably in their 30's, familiar with the management of an efficient accounting department in a medium sized organisation. Enthusiasm, commitment and ambition will be rewarded with increased responsibility, very attractive financial benefits and a unique career opportunity.

If you feel able to take up the challenge, please send full career and personal details to John Overton FCA, Bernard Hodes Overton Limited, Monach House, Bristol Street, Birmingham, B5 7AS, quoting reference 10171.

BERNARD HODES OVERTON
MANAGEMENT SELECTION • EXECUTIVE SEARCH

CHIEF ACCOUNTANT

Croydon **up to £27,000 + Car**

Alders is one of the UK's premier department store groups, and as such we are looking for a Chief Accountant to become actively involved in the 11 department stores that make up our successful group. Based at our Head Office in Croydon you will head up a team of six people which we are looking to expand within the next six months.

To succeed in this demanding role you'll need to be Accountancy qualified with proven experience gained in a similar field. Working within a decentralised environment your responsibilities will include organising Head Office accounts and producing reports for cost

centres which are centrally controlled. Specific knowledge of cash flow and familiarity with VAT is essential as is an in-depth understanding of budgeting and forecasting techniques.

If you think you can meet the challenge of a fast-moving retail environment then write, enclosing a full CV, to Mr Graham Hawkins, Financial Director, Alders Department Stores, Rothschild House, Whitgift Centre, Croydon, Surrey CR9 1NN.

ALDERS
ALL TOGETHER A BETTER CHOICE

Management Consultancy

to £35,000 plus car

YOU:

- * are 25-32
- * have a good degree and a professional accounting qualification
- * learn fast and have achieved results in successful companies, ideally at divisional as well as group level
- * understand corporate planning, management accounting and systems and, as importantly, have good commercial experience
- * seek new challenge, intellectual stimulation and opportunity

WE:

- * are a small consultancy, dedicated to quality, a subsidiary of one of the 10 largest international accounting firms
- * have a growth rate of over 30% per annum
- * have a wide spectrum of client opportunities - ranging from strategy development in £billion organisations to implementation in medium-sized businesses
- * are looking for bright people with potential for early promotion

INTERESTED?

* Telephone Paul James or Charles Reekie on 01-583 3303 or write to Paul James at:

BDO BINDER HAMLYN
BDO Binder Hamlyn
Management Consultants
8 St. Bride Street London EC4A 4DA

TOMKINS

BUSINESS ANALYST

LONDON SW15

Tomkins wishes to appoint an ambitious executive whose primary responsibility will be identifying and researching acquisition opportunities.

Applicants, ideally qualified accountants between 26 and 32, should have superior analytical and presentation skills, patience in selecting the best opportunities for shareholders and a flair for determining underlying commercial potential. Self motivation, drive, teamwork and commitment are essential. Excellent scope for career advancement.

Attractive salary package, commensurate with experience, will include share options and usual executive benefits. Please send personal and career details in confidence, highlighting particular talents and experience considered relevant, together with photograph to:

Geoff Eaton
Tomkins PLC
East Putney House
84 Upper Richmond Road, London SW15 2ST

AUDIT MANAGER

UK MERCHANT BANK

ACA Aged 30-35 c£40,000 package

An exceptional opportunity has arisen within this leading merchant and investment banking group which has a well-established presence in the world's major financial centres. With a history of stability of ownership and consistency of management, the group prides itself on being specialised, independent and international.

The role of Audit Manager will be advisory and developmental in nature and will require extensive liaison with senior management and external advisors.

The successful candidate must be capable of recommending and improving operational procedures and controls, and managing, training and motivating staff.

A further responsibility will be to assist in the development of the group's overseas audit programmes. Although extensive travel is not envisaged, there will be a requirement to make occasional visits to Hong Kong, Tokyo, Sydney and New York.

To meet the demands of this position, it is essential that applicants are highly successful graduate chartered accountants. Extensive audit experience, including some at management level, will have been gained either within the profession or in the financial services industry.

Future career prospects within the group are outstanding.

Interested applicants should telephone Fiona McGahan ACA on 01-437 0464, or write to her, enclosing brief details, at the address below.

ROBERT WALTERS ASSOCIATES
RECRUITMENT CONSULTANTS
Queens House 1 Leicester Place London WC2H 7BP
Telephone: 01-437 0464

FINANCE DIRECTOR

Harrow-on-the-Hill to £30,000 + car

This is an excellent opportunity to join a small, diverse publishing and communications company as a senior member of the management team. Serving a specialist market sector, the company has enjoyed early success and anticipates steady growth for the future.

The finance director will participate actively in the management of the company as a whole, with specific responsibility for budgeting, financial and management reporting, as well as supervision of staff involved in the day-to-day accounting activities.

Candidates will be qualified accountants with previous management level experience, gained preferably in a small to medium-sized organisation. Well-developed management and motivational skills, combined with superior communications abilities are important attributes. A "hands-on" approach and the ability to work effectively in a team oriented environment are essential.

Please write quoting reference F/509/F to Frances A Bell.

EW Ernst & Whinney
Executive Recruitment Services
Becker House, 1 Lambeth Palace Road, London SE1 7EU

BANKING OPPORTUNITIES

- Corporate Finance
- Capital Markets
- Treasury
- Specialist Finance
- Corporate Marketing
- Credit/Risk Analysis

If you offer experience in one of the above areas in a UK or European context and are currently considering the options, please contact Sue Turner or Richard Lyons for an informal discussion.

25 City Road, London EC1Y 1AA
Telephone: 01 256 5041 (24 hours)

Management Personnel
RECRUITMENT SOLUTIONS
LONDON • GUILDFORD • ST ALBANS • WINDSOR
NEWBURY • BRISTOL • CAMBRIDGE

Financial Director

To participate fully in strategy, policy and sustained growth.

North West: c£40k + substantial bonus + equity opportunities

Established for 25 years, owned by a highly talented management team and with a blue-chip client base, this construction company has skillfully built a leading niche position in a market with outstanding growth potential.

The result has been truly exponential expansion, a continuously increasing market share and impressive maintenance of profitability. The future promises a possible USM flotation, acquisitions and the establishment of structure and business systems.

An early priority will be the provision and interpretation of financial operating reports. It will be your responsibility to evaluate potential acquisitions and organise the best method of financing them. This is a cash hungry business and the management of cash flow and working capital is critical. Not just a FD you will also be expected to contribute fully in all capacities to set and achieve the company's business objectives.

Probably between 30-40 and qualified, you will have held a senior line management position and will be familiar with the various methods of finance available to a medium sized company. A good leader you will be able to communicate skillfully at all levels. It is essential that you have the drive and ambition to constantly seek out and achieve new goals.

An excellent fully negotiable salary package including substantial bonus, benefits and relocation is available. After proving your contribution to the company a share in the equity will be offered.

Please send your career details, including salary, in strict confidence, to Siân Layzell CA reference 85032.

MSL International
Sovereign House, 12-18 Queen Street, Manchester M2 5HS.
Offices in Europe, the Americas, Australasia and Asia Pacific.

DEPUTY FINANCIAL CONTROLLER

Croydon Store £25,000 + Car

Alders, one of the UK's premier department store groups, are looking for a Deputy Financial Controller who is ambitious enough to meet the challenge of a fast-moving retail environment.

Based at our Croydon store you will be working within an experienced team drawing on previous expertise to deal with management accounts up to balance sheet. The ability to organise cash and banking operations and produce detailed budgets and forecasts is essential.

To succeed in this demanding role you will probably be accountancy qualified with a knowledge of Lotus or a similar package. Coping well under pressure you will need to be adaptable and flexible in order to meet the demands of our environment.

For further details please apply in writing, enclosing a full CV, to Mr. David Branson, Financial Controller at the address below.

AIDERS
of Croydon • Tel: 01-681 2577
North End, Croydon CR9 1SB
ALL TOGETHER A BETTER CHOICE

FOREIGN EXCHANGE TREASURER

Cheltenham c.£24K + Car

The Dowty Group of companies is an international high technology group with interests in aerospace, information technology, electronic systems and polymer engineering. Its main operations are currently in the UK and North America.

Dowty's aerospace companies conduct much of their business in US\$ and this is a major contributor to the volume of foreign currency transactions, which currently exceed £120 million per annum. The Group has decided to centralise the management of its foreign currency exposures, which are currently being hedged by the operating companies dealing directly with banks. A Foreign Exchange Treasurer, reporting to the Corporate Finance Director, is to be appointed to install the necessary reporting and record systems, establish working arrangements with the operating companies and analyse and execute the necessary transactions to provide protection to the Group at minimum cost.

Probably educated to degree level and ideally a member of the Association of Corporate Treasurers, you should preferably already be working in industry or commerce in a treasury related area or a similar field within a financial institution.

You will need to combine a good understanding of commercial contracts, and the resulting foreign exchange risks, with a keen analytical mind and a desire to seeking out the least costly method of risk protection.

If you are interested please send your CV to Malcolm Green, Personnel Manager, Dowty Group Services Ltd, Arle Court, Cheltenham GL51 0TP. (Tel: 0242 533606).

DOWTY

هلندامه لاص

Director of Finance Home counties location

My client needs a Director of Finance (reporting to the Chief Executive) to be responsible for the organisation and efficient operation of all financial aspects of the company. A formal accountancy qualification is essential.

Apart from the normal functions which would be expected in a post at this level, there are five other key aspects to the post:

- (a) creating and implementing strategic financial plans, ensuring that they are an integral aspect of the overall planning and operation of the company and reflect its needs
(b) working in a multi-national environment reconciling different national accountancy practices, and working in (and exploiting) a multi-currency environment
(c) building an effective professional finance department, maintaining morale and ensuring job satisfaction for the staff
(d) advising senior management on accounting and financial matters and taking an integral role in the top management team
(e) creating innovative financial packages which reflect the needs of the customer base

The company is a major multi-national, a world wide leader in its sector and well known in the market place. The salary and benefits will reflect the importance of the post.

Please send your Curriculum vitae (including current salary details) in confidence to:

Box A1223, Financial Times, One Southwark Bridge, London SE1 9FL

CORPORATE FINANCE

Investment Banking Group

To £30,000 + Benefits. This private investment group is seeking to fill two corporate finance executive positions in its small but highly active team. Work is extremely varied and will include M & A, institutional private placements, development and venture capital, property transactions, etc.

Mergers and Acquisitions

From £29,000 + Benefits. Highly successful and expanding M & A department of this premier US commercial bank has exciting opportunities for several executives to join its team.

UK Merchant Bank

£28,000 + Benefits. Leading UK independent merchant bank requires exceptional qualified candidates for its corporate finance department. You will gain excellent all-round experience of raising finance, company advice, listings, acquisitions and disposals.

For further details of these and other Corporate Finance positions please contact Katharine Seymour on 01-583 0073 (day) or 01-769 0062 (evenings and weekends), 16-18 New Bridge Street, London EC4V 6AU.

FINANCIAL SERVICES

Investment Analyst

£27,000 + Mort + Car. Leading global securities house is offering a unique opportunity for a recently qualified chartered accountant to join its research department. Working closely with two other experienced analysts you will be providing research to brokers and other institutions on publicly quoted companies.

Financial Management

£27,500 + Banking Bonus. This large investment bank requires a qualified accountant to join its finance department. Duties will include monitoring transactions, analysing information and producing management accounts.

Senior Treasury Accountant

£30,000 + Mort Sub. The investment banking arm of a leading clearing bank seeks a qualified accountant with at least two years financial services experience. You will provide accounting support to specific treasury business product areas, maintain profitability support and become involved in risk management.

For further details of these and other Financial Service positions please contact Marc Eschmayer on 01-583 0073 (day) or 01-350 1738 (evenings and weekends), 16-18 New Bridge Street, London EC4V 6AU.

MANAGEMENT CONSULTANCY

Mergers and Acquisitions

£50,000. Aggressive corporate finance team of this high profile City based accountancy practice requires a senior manager to join their mergers and acquisitions group. The successful candidate will become involved in strategy, research, negotiation and structuring of transactions and closing deals.

Financial Services

£40,000 + Car. Thriving 'Big 3' consultancy offers a number of opportunities within its specialist financial clients group. Applicants should have at least two years' experience within a financial institution and be keen to develop their careers in an environment providing financial management, IT and general consulting services to particularly prestigious clients.

Small Business Consultancy

£25,000. Prestigious medium size firm offers a superb opportunity for a newly/ recently qualified ACA to join its thriving consultancy. The department provides wide ranging services including business planning, fund raising, M&A, financial and general consultancy.

For further details of these and other Consultancy positions, please contact Colin Perkins on 01-583 0073 (day) or 01-622 6985 (evenings and weekends), 16-18 New Bridge Street, London EC4V 6AU.

BADENOCH & CLARK recruitment specialists

Assistant Treasurer

A challenging new treasury opportunity To £40,000

Our client is one of Britain's leading oil exploration and production companies with extensive interests in the North Sea and overseas.

Continued rapid growth has required the expansion of the London-based treasury function and a new Assistant Treasurer is to be appointed to manage the group's substantial and diverse liquidity reserves, and its short-term funding and borrowing requirements.

The person sought is likely to have experience of managing the investments and short-term funding

in a major multi-national group. Familiarity with the London money markets, and a wide knowledge of current instruments and techniques are required. Communication skills and a willingness to take responsibility within an informal but demanding management team are essential.

An attractive salary will be offered, depending on qualifications and experience, and will be supplemented by a benefits package which will include a car and share options.

If you wish to apply for this position please write - in confidence - enclosing a CV to Douglas Austin, ref. B.7122.



MSL International (UK) Ltd, 32 Abchurch Lane, London EC4N 3JL. Offices in Europe, the Americas, Australia and Asia Pacific.

FINANCE DIRECTOR (Designate)

Gloucestershire

Circa £25,000 + car + bonus, executive pension scheme, BUPA etc.

Our client is a successful and highly acquisitive Group with UK sites based in the Midlands area. They are a leading brand name manufacturer in FMCG, and have substantial overseas operations. Turnover is approaching £30m.

The Group wishes to appoint a Finance Director (Designate) for an £8m turnover subsidiary company based in a beautiful area of Gloucestershire. The successful applicant will form part of the site senior management team, reporting to the Managing Director. Formal appointment to the status of Director will follow a settling-in period. He/she will be of graduate calibre and ACA with in-depth experience of computerised financial accounts and management controls within a manufacturing environment.

is the ability and enthusiasm to get to grips with the day-to-day operation, often at grass-roots level. Some acquisitions knowledge would be advantageous. The job holder will have frequent involvement with the Group Finance Director. There is a high probability of some overseas travel to Group companies in the future.

The position carries substantial opportunity for advancement, with excellent promotional prospects within the Group. The very attractive package will also include generous relocation assistance.

Full CV including current salary, marked confidential and quoting reference 1202 in the first instance to: L J Bradshaw Appointments Ltd., 38/38 Red Lion Street, Alvechurch, Nr Birmingham. B48 7LF.



FINANCE DIRECTOR A STRATEGIC AND BUSINESS DEVELOPMENT ROLE

Warwickshire, £30-35k plus Bonus, Car and Benefits

Our client is an expanding manufacturing company within a rapidly growing quoted plc. The Company is increasing market share in the UK and Europe by means of organic growth, acquisitions and joint ventures.

The business is structured into 3 Divisions and specialises in the design, development, manufacture, and supply of component systems to the road, rail and transport industries.

There is a now a requirement for a Finance Director who will report to the Managing

Director and work as part of a main board team which will expand the business by some 80% in the next 3 years.

This is a strategic planning and development role which includes leadership of the Finance, Supply and Administration functions.

Candidates, ideally of degree standard and preferably members of a Professional Institute, must be able to demonstrate experience in finance and investment at Divisional level and have knowledge of acquisitions appraisal/joint ventures.

Knowledge of management information systems pertinent to modern manufacturing techniques will be accompanied by high level negotiation and contract control skills. Applicants are likely to be over 35 years of age.

Please send your CV, or ring for a Personal History Form (24 hour answering service) quoting reference C710/3.

Jim Hart, Consultants To Industry, 48 Frederick Road, Edgbaston, Birmingham B15 1HX. Telephone: 021 452 1992

FINANCIAL SERVICES SECTOR - CITY -

Recognised as leaders in their specialisation of financial planning, our client provides a comprehensive service for both individuals and corporate investors.

A combination of both controlled and sustained growth has resulted in the creation of two senior positions:

Finance Manager c. £28,000 + Car

As part of the senior management team, you will have primary responsibility for financial management and support to ensure demanding annual divisional objectives are achieved. Aged late 20's - early 30's, ideally you will be qualified with a minimum of two years' commercial post qualification experience.

Project Accountant c. £25,000 + Car

This is an ideal opportunity for a newly qualified looking for a first move from the profession as no commercial experience is required. Reporting to the FD., you will be involved in mergers and acquisitions, financial modelling, systems development and statutory year end accounts. Success will guarantee increased responsibility and career progression.

For a confidential discussion regarding either of these opportunities, please contact Mark Werman ACA, Executive Division on 01-925 0878. Alternatively send your curriculum vitae to him at the address below.



TALISMAN

Hamilton Partnership

Dorland House 14-16 Regent Street London SW1Y 4PH. Tel: (01) 925 0878

A MEMBER OF THE TALISMAN GROUP OF COMPANIES

INTERNAL CONSULTANCY

West London

c.£27k+ car

Make your mark in a new, high profile unit, set up to steer a multi-million pound organisation into an increasingly competitive environment. Our client has established a new corporate consultancy unit to provide support and advice to its operating businesses in winning and retaining work. Two key members of this unit are now required:

Business Consultant

A qualified accountant, you will take an overview of each business, gather information needed to run it effectively, set up systems, devise business plans and monitor competitor activity. A detailed knowledge of financial and management accounting systems is required.

Systems Consultant

Responsible for analysing the needs of the individual businesses, and implementing appropriate financial systems to meet those needs. This post would be ideal for an

accountant who has had considerable involvement in systems design.

To apply, you must be a commercially aware self-starter with a persuasive, outgoing personality. At least two years' experience in the private sector is required together with good communication, presentation and training skills. Marketing knowledge would be an advantage.

Benefits include a company car, workplace nursery and generous relocation assistance if necessary. Our client is an equal opportunity employer with facilities for the disabled. Location is a pleasant area of West London, with excellent schools, shopping and recreational facilities.

Please apply in confidence with full curriculum vitae, quoting reference 421/A, to Mike Cross, Charles Barker Selection, 30 Eastingdon Street, London EC4A 4EA. Tel: 01-634 1143.

CHARLES BARKER Selection Executive Selection & Search Consultants

GRADUATES FOR CHARTERED ARTICLES

(ACA/ATII - AUDIT or TAX STUDY PACKAGES)

£9-11,000 + overtime. Top-6 to small/medium Ch. Accountants practices 10 - 15 "UCCA" points essential at "A" levels. 1/2, 1/2, 2 Degree result expected or 1988 Graduates with work experience.

MERIDIAN REC. CONS. 01-255-1555 25 MUSEUM ST., LONDON, WC1A 1JT

APPOINTMENTS WANTED

APPOINTMENT WANTED FINANCE DIRECTOR

with proven track record and experience of general management at board level seeks new assignment. Experienced internationally and used to international acquisitions and disposals, particularly in manufacturing. Write Box A1221, Financial Times, One Southwark Bridge, London SE1 9FL.

INTERNATIONAL BUSINESS MANAGEMENT

c £32k + Car East Midlands

The market leader in its field with an ever expanding world wide presence, this major UK based international Group needs to ensure continued control of its widespread operations. These are predominantly manufacturing and contracting based activities with a combined Group turnover approaching £1b per annum.

Reporting into main Board level the essential features of this role will be the critical appraisal, ongoing monitoring, and general business overview of a portfolio of subsidiary companies.

Close links need to be maintained with local financial management, the role therefore demanding highly tuned interpersonal and communicative skills. Allied to this is the need for general business acumen, commercial judgement with an acceptance of - and the opportunity for - overseas travel.

An accounting qualification is essential and might ideally be complemented by manufacturing or contracting experience gained within an international environment. Age however will not be a restricting factor. Where applicable relocation assistance will be available as part of the attractive remuneration package.

Candidates should write with full details of career to date and current remuneration to: Paul Blake, quoting reference F7/0501 at: QMS Recruitment, The Crescent, King Street, Leicester, LE1 6RX.

QMS Recruitment

Finance Director (designate)

North Kent
c.£45,000 plus car and benefits

Our client, a private company, is one of the largest processors in the UK reclamation industry. Activities include metals recovery and the safe disposal of environmentally hazardous items. The Group invests heavily in new technology and equipment and has assets of over £12m, with a turnover of over £80m. The Group has already won two Queen's Awards for export, and there are locations throughout the UK.

Because of continued strong growth, there is now a need to recruit a Finance Director (designate). As well as being responsible for all accounting matters, and supervising an accounts department of nine, the role will include negotiations and commercial decision-making as a member of the executive team.

You should be a qualified accountant in your mid thirties, with all-round financial skills and keen to take on an increasingly commercial function and contribute to the strategic development of the business, both in the UK and overseas.

If you think you meet the requirements of this role, please write to Geoffrey Rutland ACA, ATII, at the address below, quoting reference 1563, and giving concise career and salary details and a daytime telephone number, or phone him on 01-583 3303 (office) or 01-878 8395 (home).

BDO BINDER HAMLIN
BDO Binder Hamlyn Management Consultants
8 St. Bride Street, London EC4A 4DA

APPOINTMENTS

ADVERTISING

For further
information

call 01-873 3000

Deirdre McCarthy
ext 4177

Paul Maraviglia
ext 4676

Elizabeth Rowan
ext 3456

Patrick Williams
ext 3694

Candida Raymond
ext 3351



AMSTRAD GROUP APPOINTMENTS

Amstrad's rapid growth comprising expansion into new products together with acquisition of distribution companies has generated the requirement for additional qualified Financial Accountants to expand the central finance function at the Head Office in Brentwood, Essex.

SENIOR FINANCIAL ANALYSTS - GROUP

We are seeking qualified accountants with 2-3 years post qualification experience to augment the existing team carrying out in-depth reviews of subsidiary companies' financial reports and operating plans.

GROUP INVENTORY CO-ORDINATION MANAGER

This position should appeal to a senior manager in a multi-national organisation, not necessarily a qualified accountant. The job specification involves assuming responsibility for the Group's sales and inventory planning systems and the co-ordination of sub-contractors, distribution subsidiaries and third party distribution companies.

DISTRIBUTOR BUSINESS CONSULTANT

This position should appeal to a qualified accountant with a background in financial management. The responsibilities include regular communication with third party distribution companies in the UK and overseas. The individual will assist these companies with business planning and inventory management, together with occasional visits to review operations in association with Group Marketing Management.

If you are interested in any of the above vacancies with an appetite to work in an exciting electronics and personal computing environment then please write enclosing C.V. including details of current salary to:-

Stephen Watkins Personnel Manager Amstrad plc Brentwood House
169 Kings Road Brentwood Essex CM14 4EF

Financial Controller

Essex
c £27,500, Car,
Benefits

Part of a major international group, this £90 million turnover company is a world leader in the design and manufacture of high-value electronic components and sub-systems. There are well-structured plans for rapid growth through the mid-90's.

The successful candidate will report to the general manager responsible for operations which account for half of total company revenue. Responsibilities will include general financial support, reporting, forecasting and budgeting, systems reviews, involvement in the preparation of major quotations, as well as ad hoc projects.

The requirement is for a qualified accountant, aged over 25, with experience in a manufacturing environment and at least two years in a management accounting role. Exceptionally, a finalist who can demonstrate relevant experience and ability would also be considered. You must have good analytical and communications skills and be capable of working under your own steam in a corporate environment.

There are excellent career development opportunities within the company and the group.

Male or female candidates should submit in confidence a comprehensive c.v. or telephone for a Personal History Form to L. Haddi, Hoggett Bowers plc, 1/2 Hanover Street, LONDON, W1R 9WB, 01-734 6852, Fax: 01-734 3738, quoting Ref: H29007/FT.

Hoggett Bowers

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When 1992 arrives, the demand for high calibre management with European experience will be unprecedented. With this in mind, our client, a leading continental bank in the top 100, is expanding its London operations.

Motivating a small team you will be the focal point for the day-to-day financial control of the London branch. Specific responsibilities include financial/management reporting, budget/plans, MIS and a range of ad hoc assignments designed to track performance and to improve bottom line results.

Applicants should have relevant sector experience, gained either in practice or in a bank, and be able to demonstrate sound interpersonal skills and potential. PC experience and knowledge of French an advantage.

If you are seeking a career move with excellent prospects in an environment of change, please write briefly enclosing a C.V. or telephone for a personal history form, in either case quoting ref. 5275, to Nicola Woolf, Banking and Finance Division.



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Part of the John Mowlem Group, PB Hire Service is the market leader in the hire of plant and equipment to the Construction industry, employing over 500 staff at 38 locations throughout the UK. In line with our strategy of continued growth we now wish to appoint a FINANCIAL DIRECTOR based at our Manchester Head Office.

As a key member of the senior management team, you'll be fully responsible for the financial management of the Company's operations making full use of the established systems available for both financial and management accounts. Particular emphasis is placed on the quality and analysis of management information on which key decisions can be made, and extensive use is made of Spreadsheets in a fully computerised Department of 28 staff. At the end of the day you will of course be expected to make a significant contribution to Company profitability.

A qualified Accountant, with a determined yet flexible approach, you must combine strong

financial skills with the acute commercial awareness necessary for a position of this kind. Previous experience, possibly in the Service industry, will have tested your management skills in an environment of rapid growth geared to achieving results.

A very attractive starting salary is combined with performance related bonus and matched by excellent career opportunities both within the Company and Group as a whole.

Please apply in writing giving concise career details including current salary to David Gittins, Personnel Director, PB Builders Hire Service, Circle House, Lostock Road, Davyhulme, Manchester M31 1SU or telephone our Personnel Department for an application form on 061-747 4212.

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We were established in 1965 and are one of the UK's most successful and profitable computing service companies, with a turnover in excess of £70m. We are also part of the National Westminster Bank Group. To meet the needs of the 1990's and beyond, we are embarking on a 2 year plan for a major upgrade to our IBM mainframe based accounting systems, using McCormack and Dodge software. We are looking for three professionally qualified accountants to strengthen the Financial Control Department which currently employs 45 staff.

Senior Financial Accountant

c. £35K package

We seek an experienced Accountant to oversee the upgrade project, working in close conjunction with our own computer professionals and developing controls and procedures appropriate to the new systems. The successful candidate will also be deputy to the Financial Control Manager and will thus be involved in the other activities of this highly professional department.

This is an ideal opportunity for someone with drive, leadership skills and experience of implementing large computerised systems who wishes to expand and deepen their existing knowledge.

The benefits package includes: car, subsidised mortgage, profit share and performance bonus.

Deputy Management Accountant

c. £23K package

Candidates should be professionally qualified, team oriented individuals who can quickly demonstrate their ability to provide an accurate and timely management accounting service to senior staff.

Applicants will ideally have experience of a service company environment.

The benefits package includes: subsidised mortgage, profit share and annual bonus.

Newly Qualified Accountant

c. £23K package

Our continued expansion creates the need to further strengthen our Financial Accounting resources. Candidates with good financial accounting knowledge who wish to gain or enhance their experience of the information technology industry will be given full opportunity to assist in the production of management information, balance sheet controls and statutory accounts.

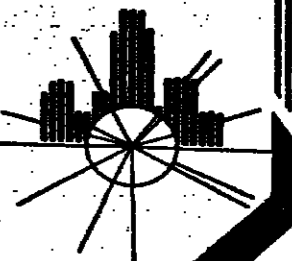
The benefits package includes: subsidised mortgage, profit share and annual bonus.

If you think that you have what it takes to succeed in these demanding roles - we would like to hear from you - TODAY!

Please write with full career details or telephone for an application form to Mr T.C. Turner, Personnel Department, Centre-file Limited, 75 Leman Street, London E1 8EX. Telephone 01-480 3000.

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Credit management is a critical profit factor and computer systems form an integral part of the company's operations.

The Financial Controller will be an important member of a dynamic management team.

Send full CV to:

Stella Davey, Personnel Manager
SOMMER HOLDINGS LIMITED
8/10 Steyning Way, Green Lane,
Hounslow, Middlesex, TW4 6DL
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